

INTEGRATED DEVELOPMENT PLAN



2010- 2011

“Improving the quality of life for NKANDLA citizens”

TABLE OF CONTENTS

SECTION A	EXECUTIVE SUMMARY	5
SECTION B	INTRODUCTION & CURRENT SITUATION	13
1.	Introduction	13
1.1	The Integrated Development Plan	13
1.2	Policy and Legislative Mandate	13
1.3	The status of Nkandla Municipality's Integrated Development Plan	15
1.4	IDP Review Process	15
2	Situational Analysis	39
2.1	Demographics	39
2.2	The Nkandla Economy	40
2.3	Infrastructure & Basic Services	46
2.4	Education	47
2.5	Vulnerabilities	56
2.6	The Services	60
2.7	The institutional Issues	60
2.8	SWOT Analysis	60
SECTION C	DEVELOPMENT STRATEGIES	62
3	Vision and Development Objectives	62
3.1	Our Vision and Mission Statement	62
3.2	Our Strategy & Development Objectives	62
3.3	Measuring strategic performance	73
4	Programs & Projects	73
4.1	Introduction	73
4.2	Local Economic Development	73
4.3	Infrastructural Development	83

4.4	Nkandla Town Development	83
4.5	Nkandla Nodal Development	84
4.6	Greening & Environmental Management	84
4.7	Public Participation	86
4.8	HIV/ AIDS Programme	86
4.9	Early Childhood Development	90
4.10	Disability Programme	91
4.11	Youth and Women Empowerment	92
4.12	Library & Information Services	93
5	Spatial Development Framework	94
5.1	Introduction	94
5.2	Land Use Management Systems	95
5.3	Nkandla Development Situation & Trends	97
5.4	Spatial Issues	101
5.5	National and Provincial Issues	107
SECTION D	SERVICE PLANS	
6	Service Delivery & Budget Implementation Plan	109
6.1	Democracy & Good Governance	109
6.2	Institutional Transformation	111
6.3	Financial Viability	111
6.4	Infrastructural Development & Basic Services	112
6.5	Socio-economic Development	113
SECTION E	GOVERNANCE AND MANAGEMENT	116
7	Institutional Arrangements	116
7.1	Introduction	116

7.2	Office of the Municipal Manager, Mayor and the Speaker	116
7.3	Technical Services	120
7.4	Community & Economic Development Services	122
7.5	Budget & Treasury	124
7.6	Corporate Services	126
8	Municipal Turn-around Strategy	128
8.1	Introduction	128
8.2	Nkandla Municipal Priorities	128
9	Monitoring & Evaluation	128
9.1	Introduction	128
9.2	The performance management perspective	129
9.3	Performance Management System	130
10	Municipal Financial Framework	131
10.1	Medium-term budget for 2009/2010 to 2011/12	131
10.2	Financial Policies	136
10.3	Auditor General's Report	136
10.4	Action Plan to address queries raised by AG	138
11	IDP Implementation	139
11.1	5 Year Integrated Development Plan	139
SECTION F	KEY IDP INTERVENTIONS AND PROJECTS	140
12	IDP Interventions and Projects	140
12.1	IDP Community Projects	140
12.2	Provincial Sector Departments	140

SECTION A: EXECUTIVE SUMMARY

Nkandla Municipality has prepared its third IDP review for the current term of council in line with the legislation governing establishment and running of municipalities. A process plan adopted by council has been followed during the entire process including ward visits by the IDP Technical Steering Committee.

Community Needs Collected can be summarised as follows:

Water
Electricity
Roads
Fencing of Gardens/ Grave yards
Grazing Land
Access Road / Re-gravelling
Causeway
Soccer Field / Sport Centre
Soccer Field upgrade/ Maintenance
Community Service Centre
Crèches
Malls/Shopping Complex
Housing
Disability Programmes
Toilets
Building of Heritage places/ Tourism attraction areas
Agricultural Assistance programmes, crops, tractors etc
LED/SMME/Cooperatives/
Removal of Alien plants
EDUCATIONAL NEED /FET/Learnership/ Bursaries/Libraries

Health Facilities, Clinics, etc
Network Reception/ Access/i.e. cellphones and television
LIVESTOCK DAMS/ CELLS
Other Transport Needs/ Humps/Roads Signs
Pension Pay Points
Trading centre
Industrial Development
Integrated Energy Centre

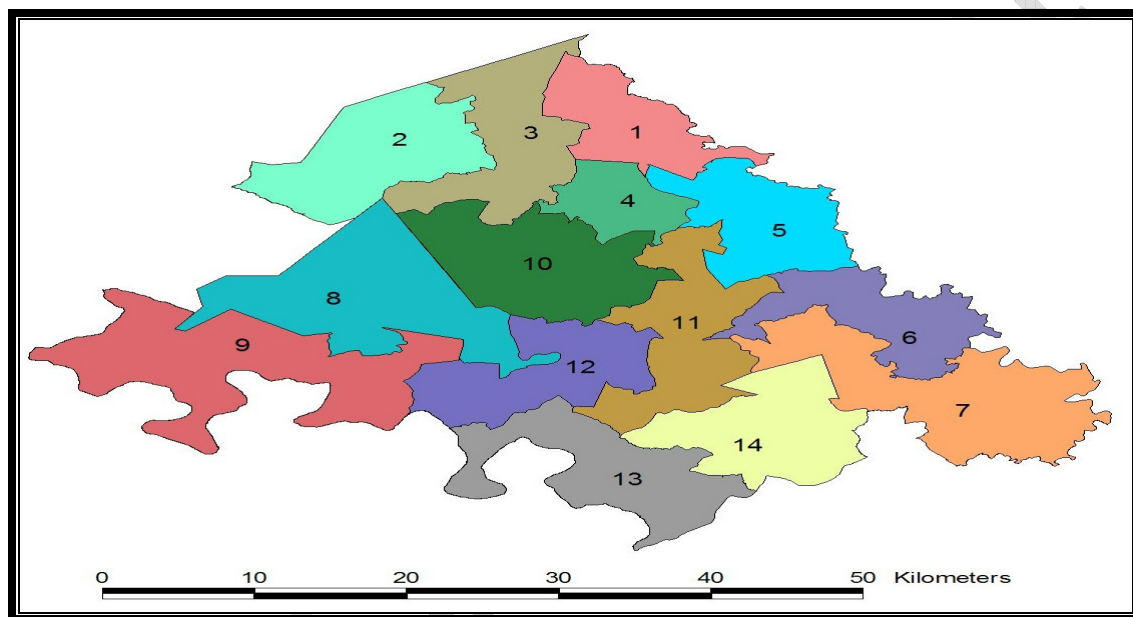
SITUATIONAL ANALYSIS

Demographics & Location

Nkandla has a population of 127 451 as per the Statistics SA 2007 figures, that indicates a decrease from 133 602 in 2001 census. The households are calculated at 22 387. The gender numbers indicate that 57% of the population is females and 43% being males.

Nkandla is the sixth local municipality with Uthungulu District Municipality (KZ286) in the North-Eastern part of the KZN Province. The District extends from the Tugela River in the north along the coast to the Mozambique border and extends inland to the Eshowe and Nkandla districts (*See Map 1 below*)





Nkandla Town, classified as a Rural Service Centre (RSC) and a Provincial Rural Administrative Centre (PRAC), is the only formalised urban area located within Nkandla situated approximately 55 kilometres South-West of Melmoth and 60 kilometres from Eshowe. It is isolated from the major economic development corridors and the only access roads to the town are the roads from Eshowe through to the Nkandla Forest Reserve, the main road from Melmoth, and via a gravel road from Greytown and Kranskop.

80% of the land is Traditional Authority held in trust by the INgonyama Trust. The remaining 20% of the land is held under is trust farms, Nkandla Town located in the north-east of the municipal boundary and a Nature Reserve in a form of Nkandla Indigenous Forest and AMatshenezimpisi Game Reserve in Ward 6. The municipality is surrounded by the following local municipalities: Ulundi to the north, Nquthu in the north-west, Msinga in the west, uMvoti in the south-west, Maphumulo in the south, Umlalazi in the south east and UMthonjaneni in the east. It is totally land-locked and is removed from the National Road

Routes. The area is divided into five primary and secondary nodes being Nkandla, Qhuden, Lindela, Dolwane and Chwezi.

The topography of Nkandla is characterised by slopes and hills which pose a challenge in accessibility and speedy delivery of basic services because of the settlement patterns. The main rivers running across Nkandla are the UThukela River which runs from the north-west to the south of the municipal area, the Mhlathuze River which runs in the eastern part of the municipality and the Nsuze River which runs from the north towards the south of the municipal boundary.

The municipal area is accessible via P16 linking Nkandla with Kranskop, Greytown and Pietermaritzburg, P50 linking Nkandla with Eshowe, Nquthu and Vryheid and P15 linking Nkandla with Melmoth and Ulundi.

The Economy

The economy of Nkandla seems to be controlled from outside as most of the people work outside the area and those earning income within are spending outside the area. The income sources are as follows:

Subsistence Agriculture	16%
Informal Sector	13%
Local Wages	0.5%
Migrant Remittances	20%
Government Grants	50%

The unemployment is very high as it is estimated at about 90%. Although there has been a decline in the unemployment figures over the past three to five years but 90% is still high.

Institutional Arrangements

The municipality was established and arranged in line with five National Key Performance Areas, i.e. each department is linked to each kpa. The municipal departments are as follows:

National KPA	Municipal Department
Good Governance	Office of the Municipal Manager
Institutional Transformation	Corporate Services

Financial Viability	Budget & Treasury
Infrastructural Development	Technical Services
Socio-economic Development	Community & Economic Development

Programs & Projects

To respond to the needs of the people and discharge our developmental mandate, the municipality will implement the following soft and infrastructural programs and projects:

- Local Economic Development Programme
- Infrastructural Development
- Nkandla Town Development
- Nkandla Nodal Development
- Greening & Environmental Management
- Public Participation
- HIV/ AIDS Programme
- Early Childhood Development
- Library & Information Services
- Disability Programme
- Youth & Women Empowerment

Municipal Financial Framework

Nkandla Municipality as required by the legislation prepares a budget for the three year cycle. This includes review and development of relevant financial policies including Budget Policy, Indigent Policy, Property Rates Policy, Asset Management Policy, Cash & Investments Policy, Supply Chain Management Policy, etc.

NKANDLA LOCAL MUNICIPALITY

TOTAL OP. AND CAPITAL BUDGET 2010/2011 - 2012/2013

INCOME	Revised 2009/10	BUDGET 2010/11	Indicative 2011/12	Indicative 2012/13
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Property Rates	791,521	1,650,910	1,753,267	1,856,709
Sale of Electricity		5,705,452	7,177,458	9,036,420
Rent Income	269,218	284,564	302,207	320,037
Refuse Income	12,746	14,223	15,105	15,996
Interest on Current	51,075	48,588	51,600	54,644
Sundry Income	538,038	607,652	369	391
National Grants	42,226,000	51,454,000	58,803,000	66,475,000
Provincial Grants	-	-	-	-
TOTAL REVENUE	43,888,598	59,765,389	68,103,006	77,759,198
OPERATING EXPENDITURE	Revised 2009/10	BUDGET 20010/11	Indicative 2011/12	Indicative 2012/13
Salaries, Wages & Allowances	18,329,529	20,174,713	21,425,545	22,689,652
General Expenses	15,808,141	21,484,324	24,645,084	28,253,556
Repairs & Maintenance	760,000	1,049,980	1,115,079	1,180,868
Contribution to Capital Outlay	-	-	-	-
Contributions Funds and Reserves	15,482,200	17,546,578	20,626,563	24,525,004
TOTAL EXPENDITURE	50,379,870	60,255,594	67,812,271	76,649,080
NETT DEFICIT/-SURPLUS	(6,491,272)	(490,205)	290,735	1,110,118
SALARIES AND WAGES AS A PERCENTAGE		33%	32%	30%
NKANDLA LOCAL MUNICIPALITY				
TOTAL OPERATING BUDGET 2009/2010,2010/2011 & 2011/2012				
INCOME	Revised 2008/09	BUDGET 2009/10	Indicative 2010/11	Indicative 2011/12
Property Rates	791,521	1,650,910	1,753,267	1,856,709
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General Expenses	15,808,141	21,484,324	24,645,084	28,253,556
Repairs & Maintenance	760,000	1,049,980	1,115,079	1,180,868
Cap ex Revenue	0	0	0	0
Contributions	0	0	0	0
TOTAL EXPENDITURE	34,897,670	42,709,016	47,185,708	52,124,077
NETT DEFICIT/-SURPLUS	8,990,928	17,056,372	20,917,298	25,635,121
SALARIES AND WAGES AS A PERCENTAGE		47%	45%	44%

Implementation, Monitoring & Evaluation

The municipality needs to pay attention to certain areas for the purpose of proper implementation of the IDP. These areas include:

- Public Participation
- Financial Viability
- Performance Management Systems
- Partnerships

A spreadsheet model was adopted by the council as a PMS Model to be used by the municipality for monitoring & evaluation. However, the municipality needs to continuously workshop people involved in the process including council members, senior management, middle management and relevant committees.

SECTION B: INTRODUCTION AND CURRENT SITUATION

1. Introduction

1.1 The Integrated Development Plan

An integrated development plan is an inclusive strategic plan prepared by the municipality and extends to five years. It incorporates all the plans including that of other government departments and other institutions like non-governmental organizations and government agencies. The proper running of the municipality with different programs and excellent & sustainable service delivery is a sign of good integrated development planning.

Its processes go hand in hand with the financial planning, i.e. the projects prioritised are budgeted for according to their implementation dates. The proper monitoring and

evaluation of the IDP implementation is documented in the service delivery & budget implementation plan as pronounced in the municipal finance management act.

1.2 Policy and Legislative Mandates

Our integrated development plan is prepared in line with pieces of legislation that apply in the establishment and running of local government. They include the following:

1.2.1 Constitution of the Republic of South Africa

It gives guidance in terms of the development and the integrated development planning for the municipal area of jurisdiction. It further clarifies the objectives of the developmental local, establishment and powers & functions. The objectives are summarised below

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

1.2.2 Municipal Structures Act

The Municipal Structures Act further pronounces the establishment of the municipalities as institutions, election of councillors and other important mechanisms and committees.

1.2.3 Municipal Systems Act

The act is vocal on the systems used in planning and implementation of service delivery projects of the municipalities. The integrated development plans is the fundamental planning document. The following core-components of the IDP are pronounced in the legislation:

- The municipal council; vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs,
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs,

- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of section 41.

1.2.4 Municipal Finance Management Act

The MFMA gives guidance in terms of financial planning, monitoring and reporting. It requires the mayor to coordinate the planning process for both the integrated development plan as well as the budget. The adoption of drafts 90 days before the beginning of the financial year and 30 days for the final documents is one of the requirements in the MFMA.

1.3 The status of Nkandla Municipality's Integrated Development Plan

The municipality had an original IDP prepared at the beginning of the first council term and was followed by annual reviews. Progress made on the implementation of the first IDP was shared with the community at the end of the council term. The IDP under review was compiled at the beginning of the current council term, i.e. 2007/2008.

The MEC findings and comments in the previous IDP 2009/10 would be addressed in this year (2010/2011) IDP/Budget. The attempts and initiatives have been made internally including assistance from relevant stakeholders to address these areas of concern raised by the Honourable MEC. It is also important to note that certain information was available within the municipality hence it was not part of the previous IDP.

1.4 IDP Review Process

1.4.1 Process Plan – Budget & IDP

The review process is guided by the process plan put together in line with chapter 4 of the Municipal Systems Act. Below is the process plan for the current Review:

DATE	MONTH	KEY MILESTONE
16	July 2009	Council adopts PP
24	July 2009	PP submission to DLGTA
06	August 2009	Table in Council Budget/IDP time schedule of key deadlines
17	August 2009	Establish Budget, IDP Steering committee
24	August 2009	SC finalized program of internal & public meeting
31	August 2009	SC determine strategic objectives for service delivery
17	September 2009	1 st IDP forum is held
17	September 2009	Present IDP/ Budget time frames to the forum
01-31	October 2009	Consultation with cross border Municipalities & Departments
26	November 2009	IDP/BUDGET Imbizo is held to high the process to be followed
10	December 2009	2 nd IDP Forum meeting
21	January 2010	1 st IDP/BUDGET is presented to council
11	February 2010	Council workshop on IDP /BUDGET
12	March 2010	District alignment meeting
18	March 2010	Council adopts draft IDP/Budget
22	March 2010	Call for comments on the draft IDP/BUDGET (21 days)
25	March 2010	IDP/Budget submission to DLGTA
25	March 2010	IDP/BUDGET 2 nd IMBIZO
29-01	March/April 2010	Assessment of the IDP/BUDGET by

		the provincial forum
19	April 2010	Last day for comments on IDP/Budget
20	May 2010	Council adopts the final IDP/BUDGET
27	May 2010	3 rd IDP/BUDGET Imbizo
17	June 2010	Council adopts SDBIP for 2010/11
24	June 2010	Notice of adopted SDBIP & Budget is publicized

1.4.2 Responsible Committees & Fora

The committees and fora involved in the current review include the following:

- Full Council
- Exco
- Community & Economic Development Portfolio Committee
- Management Committee
- IDP Representative Forum
- IDP Technical Steering Committee
- Ward Committees

1.4.3 Public Participation & other consultations

Extensive public participation process included ward visits by the IDP technical team. A schedule of such visits is summarised below:

Date	Area	Venue	Time
02/02/10	Dolwane	Godide hall	12:00

03/02/10	Etheleni	Embatshazwa	09:00
26/02/10	Qhudeneni	Mzimhlophe hall	12:00
15/02/10	Jemson Drift	Hall	09:00
	Tulwane	One stopshorp center	12:00
	Magwaza	Enkantolo	15:00
09/02/10	Mangidini	CSC	09:00
	Sbhudeneni	Bhilibana High School	12:00
11/02/10	eMachubeni	Traditional Admin. Centre	09:00
15/02/10	Lindela	Lindela Thusong	09h00
	King Cetshwayo/	King Cetshwayo H. School	12:00
	Ngomankulu	Ngomankulu Pr.School	15h00
16/02/10	Ntingwe	Enkantolo	09:00
	Xulu TA	Enkantolo	12:00
	Maphuthu TA	Enkantolo	15:00
17/02/10	Ekukhanyeni	Enkantolo	09:00
	Thalaneni	Ngwegweni hall	12:00
	Ngwegweni/	Enkantolo	15:00

	Ekukhanyeni/ Mthandanhle	Enkantolo	09:00
23/02/10	Mandaba/ Mathiya/	Enkantolo Mathiya Pr.School	09:00 12:00
24/02/10	Sgcalabeni/ Nqundu Matshenezimpisi Nkandla Town	Enkantolo Nqundu Primary Sc Nkosinezigi Pr. Sc. Nkandla Municipal hall	09h:00 12:00 15:00 17:00
19/02/10	KwaZondi	Enkantolo	09h00
02/03/2010	Dlomo	Enkantolo	09:00
17/03/10	Mahlayizeni	Enkantolo	10h00
8/03/10	Mfongosi	Enkantolo	09:00

1.4.4 Community Needs

The needs of the community of Nkandla as summarised below go as far back as 2007/2008. Included are the needs that were collated during the ward committee meetings as well as the needs collated during the ward visits by the IDP Technical team.

- **Summary of Community Needs collated during the IDP Tech. Team Ward Visits, See Annexure A for detailed report**

NEEDS	WARDS
Water	All Wards
Electricity	All Wards
Roads	1, 3, 6, 7 - D1593, 8, 10, 13, & 14

Fencing of Gardens/ Grave yards	4,14,12,5,1,6,9,13
Grazing Land	14,10,4,2,5,1,2,8,9.
Access Road / Re-gravelling	12,10,4,3,2,1,11,8,9,13,6,
Causeway	10,4,3,5,1,11,2,
Soccer Field / Sport Centre	13,12,1,
Soccer Field upgrade/ Maintenance	10,5,
Community Service Centre	7,14,13,10,2,1,11,6
Crèches	7,14,13,10,5,1,6, 3
Malls/Shopping Complex	5,7,12,1,
Housing	7, 14, 13, 10, 5, 1, 8, 11, 12, 2, 6.
Disability Programmes	7,12,
Toilets	7, 14, 5, 13, 2, 5, 1, 3, 6, 8
Building of Heritage places/ Tourism attraction areas	14 (King Cetshwayo grave)
Agricultural Assistance programmes, crops, tractors etc	4, 14, 10, 6, 8, 11, 9, 6, 3
LED/SMME/Cooperatives/	14, 13,12,10,4,5,1, 6, 3
Removal of Alien plants	14 (Ngomankulu),
EDUCATIONAL NEED /FET/Learnership/ Bursaries/Libraries	13,12,10,2,5,1,
Health Facilities, Clinics, etc	1, 5, 7, 8, 13 (Tulwane), 12 (Ntingwe),10 (Nkonisa)
Network Reception/ Access/i.e. cellphones and television	3,13,
LIVESTOCK DAMS/ CELLS	13,2,4,5,
Other Transport Needs/ Humps/Roads Signs	3,2,1
Pension Pay Points	12,3,2,7,10,1,

Trading centre	14
Industrial Development	14
Integrated Energy Centre	1, 14

Final Document

WARD 1	WARD2	WARD 3	WARD4	WARD5	WARD6	WARD7
High Schools	Sports Ground at Cungcwane, Amazondi, Ekuphiweni, Ezindumeni, Emangidini	Electricity supply at Malunga, Thaleri,	Causeways at Ethalaneni in Nhlanhleni, Mbizwe in Ethokoza, Mbizwe in KwaMaphumulo, Vuka in Gijima, Ekukhanyeni in Qhikiza.	Community Clinic	Roads 1642 and Mathiya, at Mqubeni road not in proper condition.	Clinic at Nqamana, Nhlalababo Food supply at kwaGugu Crèche Disability programmes
Sport Field At Amatshensikazi	Fencing of fields at Bhacane Mpotholo Ntashane Emangidini Ezindumeni Ngabayena	Water supply at Vimbimbobo, Nkethabaweli, Siloyiyana, additional spring into Dlomo, Tshotshwana Water supply, Sidumuka Ethaleri	Sports field at Ekukhanyeni Bridge at Mevana	Cattle DIP KwaMadiyane Nqundu	Community Hall chairs 100	Crenche at Ntshamanzi, (emergency mobile crèche) Sbhudeni, Nhlalababo

	Madaka Dayingubo					
Fencing Gardens	Water In all areas of ward 2	Roads from Ethaleni to Malunga clinic with its bridge at Nsuze River, from Ethaleni to P707, from Ndlageza to P708 with bridge at Nsuze River, Ethaleni to Roma, Malunga to Mbilathunzi, from P707 to Tshotshwana, Malunga to Dloyiyana.	Agricultural Assistance programmes, eg. Crops, fencing of gardens and tractors.	Town crèche	Crèche 40 kids at Mathiya	LED Projects 1. Poultry Farming at Nhlababo, Makhanyezi, and Nyawoshana.
Halls Ezibisini, Nkungumathe	Crenche Zatshelwayo, Dayingubo	Toilets at Thaleni, Vimbimbobo, Malunga,	Multi-purpose Center at Ekukhanyeni		Fencing of gardens at Mathiya	Game Reserve at Nyawoshana

	Cacane	Sidumuka, Nongamlana, Woza-woza, Sidashi, Siloyiyana, Thotshwana				Electricity Community Hall(eSbhudeni) Water supply and toilets
Rural Housing At Nkungumathe , Ezibisini, Gosweni, Amatshensika zi	Sewing projects in the whole ward	Fencing Sloughing fields, grazing land at Thaleni, Sidumuka, Woza-woza Vimbimbobo, Ngaphakathi, Malunga Solashi.	Fencing of Graveyards at Emadanyini, Mbizwe, Vuka, Nhlanhlani,Ekukh anyeni, Mthanadanhle	Fencing of grazing Land at Cholwane, Nontshiza, Matshenezim pisi	Beef up system of water at Vumanhlamvu	Sewing club at Nyawoshe, Makhanyeni, Zintinini
Roads At Kwadladla To	Road renovation at	Tractors, seeds, manure, the	Electricity project did not carter for	Recreation park town	Houses at Mathiya	Goat farming at Nyawoshe.

Thalaneni, Gosweni To Skhaleni	Malunga to Fort-Louis Mabhuqwini to Jubulee Mt Magogo to Mpotholo	whole ward. Training Center at Malunga, Ngaphakathi, Thalen	citizens, Expansion of this project to remaining houses			Toilets project not finished, dangerous holes to community.
Police Station At Chwezi	Fencing of community gardens in the whole ward	Causeways at Nsuze top, Ndim, Nomlenzana, Debeni, Dloyiyana	Access roads not in good condition- Regravelling	Combi-out Nkandla Town	Mabangela upgrading of sports field, electricity, sewing and beadwork projects	Ploughing at Nyawoshe, Zintinini
Electricity	Toilets in whole ward	Old age pay out point at Thalaneni, Fort Louis	Clinic at Ekukhanyeni in Nhlangase Store	Land-scaping Nkandla Town		Fencing of Gardens at Emahlathi, Nqamana
	Candle-making projects in the whole ward	Housing at Ngaphakathi, Malunga, Nongamlana, Vimimbobo, Sidumuka, Woza-woza, Thalen, Sidashi, Dloyiyana,	Crenche Nontshiza, Mndunduzeli, Mthandanhle	Electricity The whole ward		Skills Development Center at Sbhudeni Agricultural Compensation on burnt live stoke happened

		Tshotshwana				years ago.
	Electricity in the whole ward	Multi purpose centre at Ngaphakathi, Malunga	Communication system- Towers at Ekukhanyeni.	Technological Hub & Conference Centre		Housing at Ezintinini, Makhanyezi, Ezinyosini
	Seeds & Fertilizer for Farming Projects at Ezindumeni Mpotholo & Bhacane	Milling machine at Malunga, Ngaphakathi	More Municipal developmental meetings	Fencing of yard at KwaNqundu		Sport facilities at Nhlababo
	Poultry Framing at Document Area	Community Hall at Thaleni, Malunga, Nongamlana	Weak Electricity Supply cannot handle wind and thunderstorms.			New school at Emahlathi
	Building blocks project at Ntatshana area	Clinic at Thaleni, Sidadeni, Mobile clinic at Vimbimbobo, Mobile clinic shelter at Thaleni				Water at Ntshamanzi at Hlwehlwe (Egugu)

		Sport field at Malunga, Ngaphakathi Thaleni, Nongamlana, Woza- woza,Sidumuka, Vimbimbobo				Community soup kitchen at Nyawoshe
						Causeway at Mvuzane

WARD8	WARD9	WARD10	WARD11	WARD12	WARD13	WARD14
Library at Qhudeni	Crenche at Esikhwane x2 Nkomeziphansi x3, Isamungu x2, Inhloshane, Bangamanzi, Shobalenyathi x3, Mayese, Ntshamlomo x4	Matholamgele Tractor, electricity, fencing of camps, paltry farming.	Crenche at Ofeni, Ophindweni, Mdlelanga, Simanjalo	Water at Masolosolo, Macala, Emwane, Zamela, Ekhothongweni, eTholeni.	Electricity in the whole ward	King Cetshwayo grave maintenance. Regravelling of roads especial the road leading to King Cetshwayo's grave. Dangerous animals e.g. pythons, wild pigs, hyenas.
Road P16	Gardens at eSikhwane, Mayese, Nkomeziphansi	Manakwe water, electricity, road, crenche, fencing of	Gardens at Ofeni	Water upgrades (Vutshini, Ntingwe Scheme) at Ejokweni,	Water: Tulwane, Ezilozini, Manyana, Mwane	Development of tourism attraction site within or next the king's

		fields		Pholela, Dlolwane, Ntingwe		grave Sports Ground at Chube, kwaKhanyile Multi Purpose Center at Ngomankulu. (Community meetings are held under the tree- Emdonini)
Multi Purpose at Qhudeni	Water in the whole ward	Mahlathini/Xulu- water, electricity, fencing of camps, Community Service Centre, Housing, Sewing place, milling, machine, upgrading of	Primary School at Ofeni	Electricity at Pholela, Mwane, Ejokweni, Dlolwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, Nomahlosi, Mbabane, Msobotsheni,	Housing subsidy in the whole ward	Fencing of gardens in the whole ward 14 Nsuze Bridge, kids, teachers and community are crossing dangerous Nsuze River

		sport fields, housing, fencing of gardens, dip, library		Ezihlabeni		by themselves.
Community Hall at Ntshiza	Construction of primary at eSikhawini, Bangamanzi, Nkomeziphansi	Maphuthu Community Services Centre, fencing of Fields, fencing of grave yards at Thaleni, tractors electricity, youth skills development, sports fields.	Sanitation in the whole ward (Ngomankulu, Simanjalo, Mdelelanga, Mtshwili, Ophindweni, Dlabe)	Roads at Pholela D 1634, Ejokweni A 1635, Dlolwane, P 16/2, D 878, Macala, Masolosolo, Ntingwe, Nomahlozi.	Satelite Policy Station at Tulwane area	Maintenance of existing cattle dip at Hhalambu, Mkhazazi, Othukela
Water at Zinjimbani, Kwagugu, Qhudeni	Fencing of gardens at Nkomeziphansi, iNtshamlomo	Mndunduzeli toilets, fencing of gardens, roads, Ndikwe	Road at Simanjalo	Housing at Pholela, Ejokweni, Dlolwane,	Clinic at Tulwane area	Houses at Ezimbida, Mphundumane

Forest, Ekhombe, Devondale, Nsingabantu, Mathangeni, Ntshiza		road.		Mwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, Nomahlozi, Mbabane, Msobotsheni, Ezihlabeni, Machanca and Nomahlosi.		
	Houses at Bangamanzi, Mayese, Nkomeziphansi, Ntshamlomo, Esikhwane, Samungu, Nhloshane Kwadina, Shobalenyathi	Madlozi crèche, clinic, High School, Poultry Farming, Sports Fields, bakery, water, electricity, fencing of grazing land	Pay point at Ngomankulu	Fencing of grazing land at Pholela, Ejokweni, Dlolwane, Mwane, Macala, Masolosolo, Salofu, Vumbu, Nongweni, Nomahlosi, Mbabane, Nongweni, Msobotsheni, and Ezihlabenu.	High School at Jamesons Drief	
	Construction of Secondary School at Shobalenyathi,		Clinic at Dlabe	Fencing of fields at Vumbu, Salofu,	Sports Centre at	

	Esikhwane(Lungelani School)			Nongweni, Mbabane, Msobotsheni, Nomahlozi, and Ezihlabeni.	KwaMagwaza	
	Road construction, regravelling and upgrading at Bangamanzi, Mayese, Nkomeziphansi, Samungu		Bridge at Ngomankulu	Fencing of gardens at Mwane in Mdutshini, Nikulwazi in Ejokweni, Pholela, Zamakusebenza in Jabavu, Masibonisane in Dlolwane, Celimpilo in Ejokweni	Christian Centre x2 at KwaMagwaza	
					Crenches at Mpabalala, Ezilozini	
	Electricity at Bangamanzi, Mayese, Ntshamlomo, Eshosheni,		Housing subsidy in the whole ward	Creche construction Ejokweni,	Vodacom Network at Nothekwane	

	Samungu, Nhloshane, Kwadina Shobalenyathi			Macala, Nomahlosi, Vumbu, Salofu,Dlolwane, Ezithaleni		
	Clinic at Bangamanzi		High School at Dlabe	Creche renovation at Pholela, Jabavu, KwaNzuza	Bridge at Tugela River near to Mphalwini Primary School	
	Community Hall at Bangamanzi, Mayese, Shobalenyathi		Fencing of grazing land at Mdlelanga, Mtshwili, Dlabe, Ophindweni.	Service centre at Pholela, Ntingwe		
	Playground at Mayese, Nkomeziphansi, Ntshamlomo, Samungu, Nhloshane, Kwadina, Shobalenyathi.		Dip at Dlabe, Mtshwili	Sports ground at Pholela, Ejokweni, Msukane (Macala, Masolosolo)	Goat farming at Ezilozini, Thuma	

	Community Centre at Nkomeziphansi, Ntshamlomo, Esihosheni,		Poultry farming at Ophindweni, Mtshwili, Mdllelanga, Chube	Community halls at Ejokweni, Mhayе, (Macala, Masolosolo) Nomahlosi (Mbabane) Vumbu (Nongweni)	Course way at Thuma	
	Municipality Road at Ntshamlomo, Esikhaweni, Esihosheni, Kwadina		Fencing of Cemetery at Mdllelanga	Information Resources Centre/ Library Services at Dlolwane, Ntingwe	A 1539 to upgrading	
	Fencing of Sivuye School at Ntshamlomo		Sport Field at Ophindweni	Skills Centre at Dlolwane	Dipping Tanks at Mphalwini, Ezilozini.	
	Flagship at Ntshamlomo		Electricity in the whole ward		Upgrading of Ezilozini Road	
	Library at Esihosheni, Nhloshane		Water connection at Ofeni,		Irrigation system at Nothekwane-	

			Mdlelanga, Ngomankulu, Simanjalo		Siqalimpilo Group	
	Business Centre at Esihosheni, Nhloshane		Houses at Dlabe, Mtshwili, Mashushu, Ophindweni, Malenje and Jojingwenya, Chube			
	Voting Station at Nhloshane		Amachube Community Trust Forestry			
	Game Reserve at Kwadina		Amachube Trust Motuary			
			Amachube Trust Crop & Stock Farming			
			Amachube Community			

			Trust B& B			
			Amachube Community Trust Park			
			Amachube Community Trust Saw Mill			
			Amachube Community Trust Skills Development Centre			
			Amachube Community Trust Quarry & Dam			
			Amachube Community Garage			
			Amachube Community Butchery			

			Amachube Community Trust Tourism Site			
			Amachube Community Multi-Purpose Centre			
			Amachube Trust Hotel			
			Amachube Trust Golf Course			
			Amachube Trust Cultural village			
			Amachube Community Trust Distribution Point			
			Amachube			

			Trust Dripping Tank			
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Final Document

2. Situational Analysis

2.1 Demographics

The official statistics issued by the Statistics South Africa after the community survey based on the sampling method in 2007 indicated a decrease in total population from 133,602 in the 2001 census to 127,451. The number of households decreased from 24,216 in 2001 to 22,387 in 2007. The statistics can be summarised as follows.

<u>PROFILE ON NKANDLA LOCAL MUNICIPALITY</u>		
AREA (km2)		1827
POPULATION		127 451
POPULATION DENSITY (people/ km ²)		62
DEMOGRAPHICS	AFRICAN	100
	INDIAN	0
	COLOURED	0
	WHITE	0
	FEMALE	57
GENDER	MALE	43
AGE	< 4	15
	5 – 19	44
	20 – 64	35
	> 65	6
INCOME LEVELS (%)	R0/ HH	37
	R1 - R801/ HH	37

	R801 - R1600/ HH	13
% UNEMPLOYMENT (Statistics SA)		25
DEPENDENCY RATIO (% of people dependent on remaining economic active group)		77
EDUCATION LEVELS	% NO SCHOOLING	28
	% WITH GRADE 12	11
FINANCIAL GRANT DEPENDENCY (% OF MUNICIPAL BUDGET)		88
% PEOPLE <u>NOT</u> HAVING ACCESS TO:	WATER	66
	SANITATION	77
	ELECTRICITY	95
	REFUSE	93
	HOUSING	80

2.2 The Nkandla Economy

During 1996, it was estimated that Uthungulu region contributed about 8% of the goods and services produced in KZN each year. However, the average growth rate for the region was 3.77% per annum between 1985 and 1995. During the same period, Nkandla was estimated to grow by 12, 3% per annum. Despite, Nkandla growing at such high rate, it remained one of the very poor regions within Uthungulu. This can be attributed to a very low starting point from which Nkandla's economy started. It can also be attributed to the Nkandla economy being by and large dependent and controlled from outside. This then means that there is no circulation of the rand within the Nkandla local people. However, based on the available information it can be concluded that the economy is steadily picking up, particularly in the last five to three years.

2.2.1 LED Projects Inventory & Infrastructure

- Benedict Sub-station
- SMME Centre
- Nkandla Agricultural Centre

- Nkandla Essential Oils Distillery
- Ntingwe Tea Estate
- Nkandla Forest
- Qhudeni Forests
- Nkonisa Forest
- Ithala Shopping Centre
- HJ Mthiyane Shopping Centre
- Nkandla Fresh Produce Market
- eMatshenezimpisi Game Reserve
- Nkandla Market Stalls

2.2.2 Income Levels

The following sources of household income, expressed as a percentage of all household income in Nkandla, has been identified:

- Subsistence Agriculture 16%
- Informal Sector 13%
- Local Wages 0.5%
- Migrant Remittances 20%
- Government Grants 50%

It is clear that the majority of household income is generated outside of Nkandla. It is further clear that 50% of households are solely dependant on Government Grants. The following table shows the annual income figures for households in Nkandla per wards.

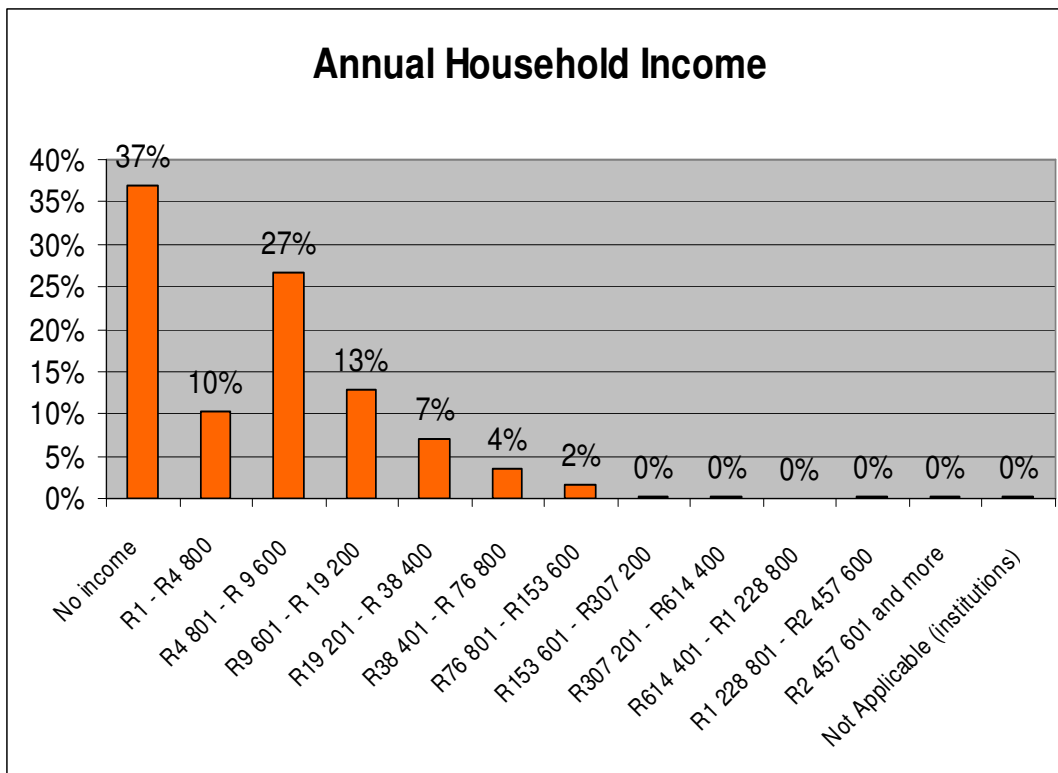
WARD	'96 NONE	'96 R1 – R6000	'96 R6000- R9600	2001 NONE	2001 R1-R6000	2001 R6000- R9600
1	294	594	162	642	219	447

2	202	700	257	657	81	453
3	441	426	224	708	93	354
4	122	250	60	381	177	360
5	93	114	285	936	339	558
6	127	165	123	147	426	291
7	243	408	286	708	153	366
8	409	513	105			
9	665	889	168	780	243	666
10	288	862	178	594	255	606
11	185	764	253	648	195	459
12	214	407	230	303	192	339
13	368	745	404	882	99	639
14	297	1059	4	678	123	498

Average Annual Household Income

RANDS PER ANNUM	NO	%
No income	9,220	37%
R1 – R4 800	2,568	10%

R4 801 - R 9 600	6,647	27%
R9 601 - R 19 200	3,200	13%
R19 201 - R 38 400	1,753	7%
R38 401 - R 76 800	882	4%
R76 801 - R153 600	402	2%
R153 601 - R307 200	72	0%
R307 201 - R614 400	44	0%
R614 401 - R1 228 800	13	0%
R1 228 801 - R2 457 600	35	0%
R2 457 601 and more	32	0%
Not Applicable (institutions)	40	0%
TOTAL	24,908	100%



2.2.3 Employment

The figures that were released by Global Insight in November 2002 put unemployment countrywide at 41.5%. According to their figures, the district with the highest unemployment rate in the country is Nkandla at 99.9%. This figure was estimated at 90.35% in 1996. These figures are talking only about the economically active members of the society. The following table represents the employment and unemployment figures per ward as per 1996 and 2001 census respectively. Included also is the percentage change from 1996 and 2001.

- The following table shows employment & unemployment figures as per 1996 and 2001 census

EMPLOYMENT			
WARD	'96 Census	2001 Census	% Change
1	205	228	11.22
2	98	198	102.04
3	203	249	22.66
4	69	141	104.35
5	221	972	339.82
6	247	183	-25.91
7	164	192	17.07
8	978	615	-37.12
9	204	267	30.88
10	306	489	59.80
11	493	336	-31.85
12	339	555	63.72
13	105	309	194.29
14	172	153	-11.05

UNEMPLOYMENT			
WARD	'96 Census	2001 Census	% Change
1	761	1017	33.64
2	1052	1104	4.94
3	767	867	13.04
4	289	636	120.07
5	993	2358	137.46
6	1000	345	-65.50
7	1600	744	-53.50
8	825	1563	89.45
9	516	1341	159.88
10	1088	1326	21.88
11	1213	1422	17.23
12	954	2211	131.76
13	638	1113	74.35
14	560	648	15.71

2.3 Infrastructure & Basic Services

Nkandla Municipality has an Integrated Infrastructure Investment Plan that guides the municipality in terms of infrastructural priorities. However, some of the infrastructure allocated to Nkandla is decided by the responsible departments. Funding for infrastructural development has been sourced from the Municipal Infrastructural Grant for the next three years as per the Municipal Financial Framework.

2.3.1 Roads

The state of roads in Nkandla is getting worse every year. This is despite the attempts by the municipality and the department concerned to improve the roads condition. These roads include the key roads in terms of access to critical services and stimulation of the local economy. The critical roads are:

- P90 Ntingwe and Qhudeni LED node (26.9 km). This would complete the linkage with the town of Kranskop and open access to EKHOMBE Hospital and Qhudeni Secondary node.
- P16-3 Ntingwe and Qhudeni LED node (44.2). This will improve access to Qhudeni Secondary Node to other the Northern Regions of Nkandla.
- P707 EKHOMBE Hospital and Qhudeni LED Node (25,9km), this will give access to many citizens of Nkandla to the Northern Region of Nkandla
- D1642 Amatshenezimpisi Guest House (8.3km) giving access to the Lodge and improve tourism

The African Renaissance Road Upgrading Programme (ARRUP) seems to be making a difference in Nkandla. However, the pace in which its being implemented is very slow. This program is currently busy with P and P50 that link Nkandla with the other service/ economic hubs.

2.3.2 Basic Services

There is a need to improve service delivery to Nkandla as a whole with regard to Roads, Electricity, Sanitation, Refuse Removal and Water. Slight improvement is noted however there is an outcry in the community regarding these services this as informed by community inputs during the community participation process for preparation of this IDP.

- **Water**

Nkandla	37 596 House Holds	22 558 House Holds with water	15 038 Households without water	40 % backlog
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- **Electricity**

Nkandla	24 907 Households	1 732 House Holds with electricity	26 639 Households without electricity	97 % backlog
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- **Refuse Removal/ Waste Management**

Service Provided to 1900 Households in town

The municipality has a waste management that was adopted by the council in 2006/2007 based on following objectives:

-

- **Sanitation**

- Backlog = 72% as at 2009/2010 Financial Year

2.3.3 Housing

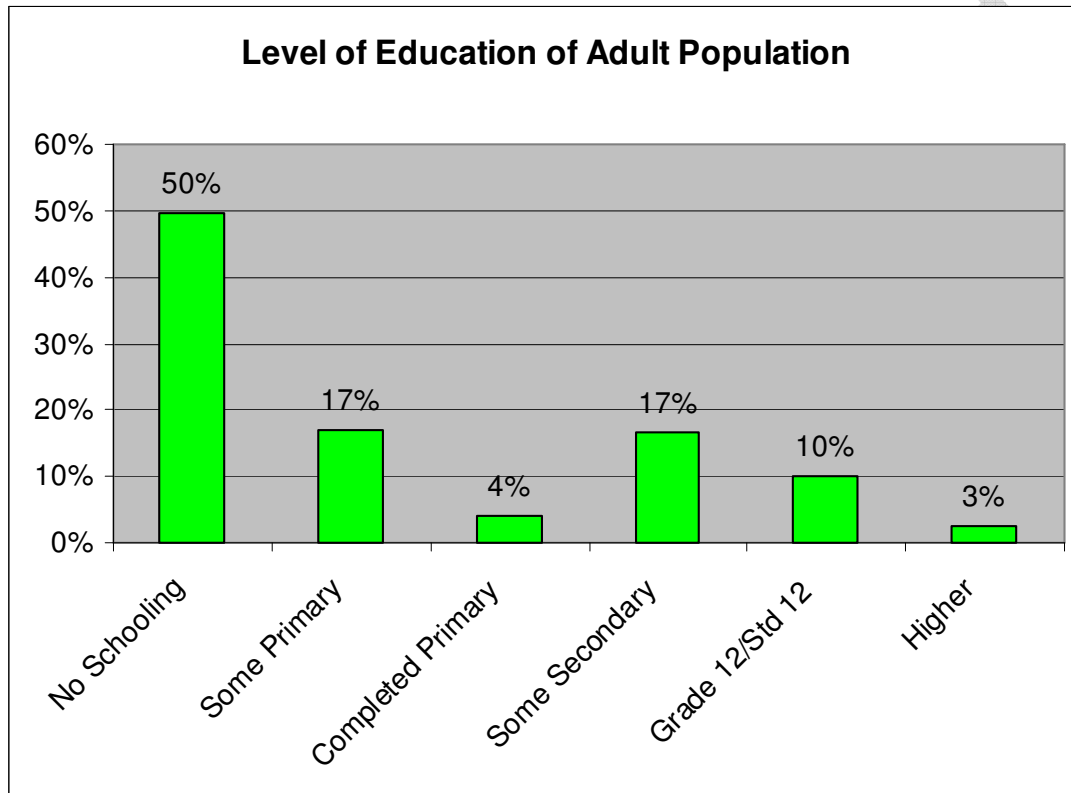
Nkandla is still behind in terms of housing, the only part that has benefited is the primary node (Ward 5, Nkandla Town). However, there are two projects (Qhudeneni and Godide) that are close to the implementation.

Education

Although the levels and quality of basic education is not up to standard due to a number of reasons including the nature of the area, i.e. deep rural, a huge investment has been made in terms of the facilities.

LEVEL	%
No Schooling	50%
Some Primary	17%

Completed Primary	4%
Some Secondary	17%
Grade 12/Std 12	10%
Higher	3%
TOTAL	100%



- Below is a list of the schools within the Nkandla Municipal area:

NAME	CATERGORY	WARD
Amatshensikazi	PRIMARY	1
Bhekubuhle	PRIMARY	1
Chwezi	PRIMARY	1
Indatshe	PRIMARY	1

Manzamnyama	PRIMARY	1
Mbizwe	SECONDARY	1
Mnqandi	SECONDARY	1
Mloyiswa	SECONDARY	1
Nkungumathe	PRIMARY	1
Sibusisile	PRIMARY	1
Phembela	COMBINED	1
Ohlelo	PRIMARY	1
Upper Mhlathuze	PRIMARY	1

NAME	CATERGORY	WARD
Amazondi	SECONDARY	2
Bhuqwini	SECONDARY	2
Cungcwane	PRIMARY	2
Ekuphiweni	SECONDARY	2
Gawulashiye	PRIMARY	2
Mangomuntu	SECONDARY	2
Masoka	PRIMARY	2
Mpotholo	PRIMARY	2
Sibahlengemvelo	PRIMARY	2
Mona	PRIMARY	2
NAME	CATERGORY	WARD
Fort Louis	PRIMARY	3
Lushaba	SECONDARY	3

Luzindela	PRIMARY	3
Mashinga	SECONDARY	3
Mbatshazwa	SECONDARY	3
Nongamlana	SECONDARY	3
Nsuze	PRIMARY	3
Ntatshana	PRIMARY	3
Sidumuka	PRIMARY	3
Siyabathwa	PRIMARY	3
Singeni	PRIMARY	3

NAME	CATERGORY	WARD
Ethalaneni	PRIMARY	4
Ithala	SECONDARY	4
Masisizane	LSEN	4
Mphathesitha	SECONDARY	4
Ngwegweni	PRIMARY	4
Sibomvu	PRIMARY	4
Senzakwenzeke	SECONDARY	4

NAME	CATERGORY	WARD
Gabangenkosi	PRIMARY	5
Mphahleni	SECONDARY	5
Mthiyaqhwa	SECONDARY	5
Nkandla	SECONDARY	5

Phalane	PRIMARY	5
Sigananda	PRIMARY	5
Zikhali	PRIMARY	5
Zungeni	PRIMARY	5
Sthandiwe S. School	SPECIAL	5
Nkosinezigi	Secondary	5

NAME	CATERGORY	WARD
Izingwelevu	PRIMARY	6
Mathiya	PRIMARY	6
Mvayiza	PRIMARY	6
Manyala	PRIMARY	6
Ntumbeni	PRIMARY	6
Velangaye	SECONDARY	6
Vumanhlamvu	PRIMARY	6
Senzele	SECONDARY	6
Sibhakabhaka	PRIMARY	6

NAME	CATERGORY	WARD
Bhilibana	SECONDARY	7
Enhlababo	PRIMARY	7
Enyawoshe	PRIMARY	7
Fangelakhe	PRIMARY	7
Iwangu	PRIMARY	7

Makhanyezi	PRIMARY	7
Mome	PRIMARY	7
Maqhashiya	PRIMARY	7
Nqamana	SECONDARY	7
Phindizwe	SECONDARY	7
Umzikazi	SECONDARY	7

NAME	CATEGORY	WARD
Dlolwane	PRIMARY	8
Entshiza	PRIMARY	8
Ezijibeni	PRIMARY	8
Gonzanga	PRIMARY	8
Gubazi	PRIMARY	8
Kwagugu	PRIMARY	8
Lwandlase	PRIMARY	8
Makhathini	PRIMARY	8
Manyane	PRIMARY	8
Matshemade	PRIMARY	8
Manzawayo	PRIMARY	8
Mphemba	SECONDARY	8
Ngwekazi	SECONDARY	8
S J Baloyi	SECONDARY	8
Qhudeni	PRIMARY	8
Qhudeni	COMBINED	8
Vumukukhanya	PRIMARY	8

NAME	CATERGORY	WARD
Amayese	PRIMARY	9
Bhedlane	PRIMARY	9
Bizimali	SECONDARY	9
Dinuntuli	PRIMARY	9
Emakhwabe	PRIMARY	9
Esihosheni	PRIMARY	9
Mdombolo	PRIMARY	9
Mfongosi	PRIMARY	9
Nhloshane	PRIMARY	9
Novanzi	PRIMARY	9
Ngono	SECONDARY	9
Nsunguza	PRIMARY	9
Savuye	PRIMARY	9
Siphande	PRIMARY	9

NAME	CATERGORY	WARD
Amaphuthu	SECONDARY	10
Bukelakithi	PRIMARY	10
Ekhombe	PRIMARY	10
Ezimambeni	PRIMARY	10
Funizwe	PRIMARY	10
Mndunduzeli	PRIMARY	10
Mvutshini	SECONDARY	10

Nkwelo	PRIMARY	10
Nkonisa	PRIMARY	10
Phangandawo	PRIMARY	10
Singonyana	PRIMARY	10
Vuleka for deaf	LSEN	10

NAME	CATERGORY	WARD
Dlabe	PRIMARY	11
Kwamtshwili	PRIMARY	11
Mdlelanga	PRIMARY	11
Mashushu	SECONDARY	11
Ndindindi	PRIMARY	11
Ngomankulu	PRIMARY	11
Simanjalo	PRIMARY	11
Sihambakahle	PRIMARY	11

NAME	CATERGORY	WARD
Bhekeni	PRIMARY	12
Ejokweni	PRIMARY	12
Ekhothongweni	PRIMARY	12
Golozela	SECONDARY	12
Godide	SECONDARY	12
Gubhela	PRIMARY	12
Hlehlelezi	PRIMARY	12

Lungelani	PRIMARY	12
Macala	PRIMARY	12
Macela	PRIMARY	12
Maqhubandaba	PRIMARY	12
Mandathane	PRIMARY	12 <i>Newly Built</i>
Ntingwe	PRIMARY	12
Nkanyiso	PRIMARY	12

NAME	CATERGORY	WARD
Ekuzwaneni	PRIMARY	13
Emphalwini	PRIMARY	13
Etulwane	PRIMARY	13
Ezilozini	PRIMARY	13
Emthungweni	SECONDARY	13
Khonzindaba	PRIMARY	13
Matholamnyama	SECONDARY	13
KwaManqondo	PRIMARY	13
Nsundukazi	PRIMARY	13
Qhoshangani	PRIMARY	13
Sizwesonke	SECONDARY	13
Zwanani	PRIMARY	13

NAME	CATERGORY	WARD
Bhokwe	PRIMARY	14
King Cetshwayo	SECONDARY	14

Khomo	PRIMARY	14
Kukhoba	PRIMARY	14
Halambu	PRIMARY	14
Hambayedwa	PRIMARY	14
Magqama	SECONDARY	14
Mnyakana	SECONDARY	14
Ndukuyakhe	PRIMARY	14
Noyibewu	PRIMARY	14
Ntolwane	PRIMARY	14

2.4 Vulnerabilities

Nkandla as a rural is vulnerable through crime, disaster occurrences and notifiable diseases. However, the police have made progress in terms of crime prevention and reducing crime in the entire area. The department of health responds to the notifiable diseases through national health system that includes having two hospitals and a number of immobile and mobile clinics.

2.4.1. Crime

The crime level is a national concern, crime in Nkandla in previous years was very high, and this included cases like livestock theft, house breaking, assault, rape and murder. Drastic changes made by the Police Force in consultation with leadership of Nkandla, have seen major & positive changes. Nkandla police station has been awarded with a token of being a leading police station in the province.

Community Safety Facilities in Nkandla

Nkandla Police station

Khombe Police Station and

Mfongosi Police Station

2.4.2. Disaster

Nkandla Municipal area is commonly affected by fire, heavy rains, etc. Although the municipality does not have capacity to respond to such incidences and disaster, attempt is made with the assistance of the district and to a certain extent, the provincial government.

- **Progress made on Disaster Management**

As stipulated in the IDP document of 2008/9, employment of Community Safety/ Disaster Officer has been implemented by Nkandla Municipality. Further to that a Disaster Centre is complete, this building with help to bring all disaster personnel under one roof, including Disaster Officer and Fire Fighters from Rural Metro. The awareness campaigns are held in different corners of Nkandla Municipality with priority to hot spots, e.g. Wards 4, 10, 11, etc. a municipal policy document in this regard being Disaster Risks Management Plan is being developed by the municipality.

- **Disaster Risk Management Plan**

DESCRIPTION	PRIORITY	KPA	2010/11 (000) R	2011/12 (000) R	2012/13 (000) R
Warnings of Fire community and Fire Services	High	KPA 3 Disaster risk reduction	150		
FIRE Vehicles, Equipment, be close to danger zone	High	KPA 3 Disaster risk reduction	500	550	600
FDI & Early Warning Systems	High	KPA 3 Disaster risk reduction	100		
Firebreak Programmes & Building capacity in high risks areas	High	KPA 3 Disaster risk reduction	200	220	242
Fire Safety inspections at Homes and Commercial premises	High	KPA 3 Disaster risk reduction	200	220	242

Public awareness (DROUGHTS)	High	KPA 3 Information & communication management	75	82	90
Livestock are immunized to reduce vulnerability to reduce during drought season	High	KPA 3 Disaster risk reduction	150		
FOOD SECURITY PLAN	High	KPA 3 Disaster risk reduction	300		
Early warning System	High	KPA 3 Disaster risk reduction	200		

4.4.3 Health

2.4.3.1 NOTIFIABLE DISEASES

- Hypertension,
- Diabetes Mellitus,
- HIV/ AIDS,
- Asthma,
- Epilepsy,
- TB,
- STI/ UTI,
- Mental Health,
- Arthritis
- and Cancer
- **N1H1 (Swine Flu) Cases**

Nkandla Hospital: Three patients were suspected to have the symptoms of N1H1 however they all tested negative.

Khombe Hospital: Two cases were reported for swine flue symptoms. One tested negative and the other one tested positive. The one who tested positive was treated successfully and

no human life was loss due to swine flu. These cases were reported during August and September 2009.

2.4.3.2 Health Care Facilities

- Hospitals

Nkandla Provincial Hospital
Khombe Hospital

- Clinics

Nkandla Hospital Clinics
Mpandleni Clinic
Thalaneni Clinic
Chwezi Clinic
Nongamlana Clinic
Vumanhlamvu Clinic
Sbudeni Clinic
Wangu Clinic
Nxamalala Clinic
Ndabaningi Clinic
Walambu Clinic

Khombe Hospital Clinics
Mthungweni Clinic
Xulu Clinic
Manyana Clinic
Mfongosi Clinic
Malunga Clinic

Mabhuqwini Clinic

2.5 The services

Although Nkandla is still behind in terms of service delivery, the municipality has made impact in the lives of the community. They have been afforded an opportunity to communicate directly with the government, through public participation programs of the local municipality. This include community meetings that take place during the preparation of the budget and IDP, introduction of certain projects to the community, municipality reports Izimbizo, etc.

Despite the facts above, the municipality still needs to conduct service delivery surveys based on its powers & functions and services offered to the community. A need to take community suggestions in all municipal service point has also been identified.

2.6 The institutional issues

The strategic planning session held at Canefields in Empangeni on 29/30 January 2010 discussed issues affecting the municipality as an institution. Some of the issues were regarded as challenges that hinder development and preventing the organisation to achieve the vision.

These issues include the following:

- Staff Turnover
- Inability to raise income
- Inability to attract skilled/ competent personnel
- Adhoc Planning
- Minimal Public Participation
- Shortage of Staff
- Unstable Internal Committees

2.7 SWOT Analysis

Strengths	Weaknesses
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<ul style="list-style-type: none"> • Political Stability • Environmentally Friendly Area • Majority of Young Employees • Strong Social Services –Early Childhood Development (Model) 	<ul style="list-style-type: none"> • Grants Dependency • Limited Revenue Sources • Financial Instability • Terrible roads conditions
Opportunities	Threats
<ul style="list-style-type: none"> • Good weather conditions for agriculture • Historical & Cultural sites • More government investments • Attractive topography 	<ul style="list-style-type: none"> • Prevalence of notifiable diseases, i.e. HIV and AIDS, TB, etc • High unemployment rate • Riots could arise due to high expectations.

SECTION C: DEVELOPMENT STRATEGIES

3. Vision and Development Objectives

3.1 Our Vision and Mission Statement

Nkandla Municipality aligns its planning with the organisational shared vision which is the key and driving force to the leadership of the organisation. The vision is as follows:

“To become a model rural municipality by providing effective and efficient sustainable services to improve the quality of life for Nkandla citizens”

The municipality has the following mission statement set to ensure that the above vision once become a reality:

“We promote and facilitate social and infrastructural investment to achieve sustainable

economic development and growth”

3.2 Our Strategy and Development Objectives

Our strategy as set and agreed upon by both the political and administrative leadership is based on the execution of municipal powers and functions. This is aligned with five national key performance areas and few strategic objectives that would for pillars of the strategy.

The strategic objectives are set as listed below:

- To ensure that 80% of Nkandla residents have access to basic services
- To attract investment to Nkandla by allocating 50% of the annual budget to capital projects
- To grow the economy of Nkandla by promoting local business/ entrepreneurs and capacitating emerging entrepreneurs
- To promote self-sustenance through capacitating Nkandla’s community, with more emphasis on vulnerable groups
- To reduce the prevalence of poverty, HIV/AIDS and other communicable diseases
- To ensure that by 2012, 50% of Nkandla’s annual budget is revenue-based
- To ensure Nkandla undertakes continuous up-to-date financial management
- To promote inter-governmental relations as key to holistic development of Nkandla
- To ensure that development is undertaken within the various prescripts of relevant legislation in order to encourage organised settlements
- Promote skills development through capacity building

NKANDLA FIVE YEAR STRATEGIC OBJECTIVES FROM 2007/8 – 2011/12

NATIONAL KPA'S	STRATEGIC OBJECTIVE	MUNICIPAL PERFORMANCE AREA 2007/8	MUNICIPAL PERFORMANCE AREA 2008/9	MUNICIPAL PERFORMANCE AREA 2009/10	MUNICIPAL PERFORMANCE AREA 2010/11	MUNICIPAL PERFORMANCE AREA 2011/12
INFRA- STRUCTURAL DEV.	To ensure efficient, effective, sustainable & qualitative basic service delivery	Facilitate the provision of portable water in order to reduce the back-log by 20% Ensure quality provision of sanitation services in order to reduce the back-log by 10% To ensure the rapid provision of electricity to 500 households To expand the refuse	Facilitate the provision of portable water in order to reduce back-log by 26% Ensure quality provision of sanitation services in order to reduce the back-log by 20% To ensure the rapid provision of electricity to 1000 households To expand the refuse	Facilitate the operation & maintenance of all water schemes, expand, household' connections. Ensure quality provision of sanitation services in order to reduce the back-log by 10%. To ensure the rapid provision of electricity to 1 500 households.	Facilitate the operation & maintenance of all water schemes, expand, household' connections. Ensure quality provision of sanitation services in order to reduce the back-log by 8%. To ensure the rapid provision of electricity to 2 000 households.	Facilitate the operation & maintenance of all water schemes, expand, household' connections. Ensure quality provision of sanitation services in order to reduce the back-log by 8%. To ensure the rapid provision of electricity to 2 000 households.

		removal services in Nodal areas by 15%	removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%	To expand the refuse removal services in Nodal areas by 15%
	To ensure efficient, effective, sustainable & qualitative basic service delivery.	<p>To ensure that 50% of all residents have access to roads</p> <p>To develop a proper housing development plan</p> <p>To facilitate the construction of & maintenance of major road networks to Nkandla</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a Primary Node</p>	<p>To ensure that 75% of all residents have access to roads</p> <p>To implement the housing development</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla.</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a Primary Node</p>	<p>To ensure that 85% of all residents have access to roads.</p> <p>To implement the housing development</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla.</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a Primary Node</p>	<p>To ensure that 95% of all residents have access to roads.</p> <p>To implement the housing development</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla.</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a Primary Node</p>	<p>To ensure that 100% of all residents have access to roads.</p> <p>To assess the impact of housing development to revenue collection, organised settlements & social upliftment</p> <p>To facilitate the construction & maintenance of major road networks to Nkandla.</p> <p>To ensure maintenance of all municipal roads in Nkandla Town as a Primary Node</p>

		<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish atleast one formal burial site at Secondary Node Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all municipal structures</p>	<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish atleast one formal burial site at Secondary Node Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all municipal structures</p>	<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish atleast one formal burial site at Secondary Node Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all municipal structures</p>	<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish atleast one formal burial site at Secondary Node Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all municipal structures</p>	<p>To ensure that Nkandla Town is visually attractive through urban regeneration</p> <p>To establish atleast one formal burial site at Secondary Node Points</p> <p>To ensure the construction of qualitative top-structures with large emphasis on LED related structures</p> <p>Ensure ongoing operation and maintenance of all municipal structures</p>
SOCIO-ECONOMIC DEVELOPMENT	To attract investments by facilitating economic growth through	<p>Formulate fruitful Public- Private Partnerships</p> <p>60% of Nkandla</p>	80% of Nkandla Procurement must be sourced from local businesses	Capacitate local entrepreneurs to enable them to compete nationally	Assess the impact of the capacity programme on local economic growth	Ensure continuous programmes aimed at capacitating the entrepreneurs

	infrastructural development	Procurement must be sourced from local businesses				
	<p>To reduce poverty, unemployment & the prevalence of communicable diseases through skills development</p> <p>To reduce poverty, unemployment & the prevalence of communicable diseases through skills development</p> <p>Develop reactive plans to the potential</p>	<p>Develop programs aimed at capacitating youth, women & children</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p> <p>Align Municipal Programs to government intervention Programmes</p> <p>Implement the reactive plans to mitigate potential disasters</p>	<p>Roll-out programs aimed at capacitating youth, women & children</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p> <p>Align Municipal Programs to government intervention Programmes</p> <p>Implement the reactive plans to mitigate potential disasters</p>	<p>Analyse the impact of the programs</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p> <p>Align Municipal Programs to government intervention Programmes</p> <p>Implement the reactive plans to mitigate potential</p>	<p>Implementation of improved programs</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p> <p>Align Municipal Programs to government intervention Programmes</p> <p>Implement the reactive plans to mitigate potential</p>	<p>Monitor & Evaluate programs to ensure that it yields desired outcomes</p> <p>Support interventions by other development agencies aimed at capacitating the community at large</p> <p>Align Municipal Programs to government intervention Programmes</p> <p>Implement the reactive plans to mitigate potential disasters</p>

	disasters			disasters	disasters	
	To reduce poverty, unemployment & the prevalence of communicable diseases through skills development	Develop strategic plans to address poverty Develop HIV/ AIDS Awareness & support plan which aligns to other support programs by government & other stakeholders	Implement Poverty alleviation programs Roll out HIV/AIDS support – plan to atleast 50% of Nkandla’s known victims & care givers Roll out awareness programs	Roll out HIV/AIDS support – plan to an additional 50% of Nkandla’s known victims & care givers Roll out awareness programs	Assess infection rate & impact of the support program Roll out awareness programs	Impact assessment and continue support program
FINANCIAL VIABILITY	To increase municipal revenue through sound financial management	Recovery of 50% of outstanding debts owed to municipality.	Recovery of 80% outstanding debt owed to the municipality.	Recovery of 100% outstanding debt owed to the municipality. Expand the provision	Maintain the rate of debt collection and seek the methods of collection Establish a fully	Implement /Maintain Effective debt collection Assess the effectiveness of the

	practices.	<p>Offer some Traffic Control Services</p> <p>Expand the municipal rates-base based on the valuation Roll</p> <p>Invest in capital projects that yield revenue</p> <p>Provide electricity sale services</p>	<p>Offer some Traffic Control Services</p> <p>Expand the municipal rates-base based on the valuation Roll</p> <p>Development of Nkandla's Business Sector</p> <p>Extend provision of electricity sale services at nodal points</p>	<p>of Traffic Control Services</p> <p>Review Valuation Roll in order to expand the rates base</p> <p>Assess growth of Nkandla Business Sector</p> <p>Extend provision of electricity sale services at nodal points</p>	<p>functional traffic department</p> <p>Expand Nkandla Business Sector</p> <p>Extend provision of electricity sale services at nodal points</p>	<p>traffic department</p> <p>Assess the impact of Business Sector through Municipal revenue</p> <p>Extend provision of electricity sale services at nodal points</p>
	To increase municipal revenue through sound financial	Government legislation	Government legislation	Government legislation	Relevant Government legislation	Government legislation

	management practices					
GOOD GOVERNANCE	To engage the communities in the municipal development process & involving key stakeholders to meet the communities expectations	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation & information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation & information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation & information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation & information dissemination</p>	<p>Ensure that development is integrated in order to achieve sustainable development</p> <p>Align municipal strategies to government strategies</p> <p>Stakeholder mobilisation & information dissemination</p>
	<p>To ensure regular compliance to the key municipality legislation for</p>	<p>Roll out orderly development programmes</p> <p>Implement necessary Municipal control</p>	<p>Roll out orderly development programmes</p> <p>Implement necessary Municipal control</p>	<p>Roll out orderly development programmes</p> <p>Implement necessary Municipal control</p>	<p>Roll out orderly development programmes</p> <p>Implement necessary Municipal control</p>	<p>Roll out orderly development programmes</p> <p>Implement necessary Municipal control</p>

	sustainable development	measures	measures	measures	measures	measures
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Final Document

3.3 Measuring strategic performance

The service delivery and budget Implementation plan is prepared in line with the performance management system adopted by the council. It is accompanied by the performance contracts signed between the senior management and the council for the purpose of continuous performance and accountability

PMS – to be addressed in 8.3

4. Programs & Projects

4.1 Introduction

Nkandla Municipality is committed to sustainable services that would change lives of the people in the area. The programs and projects are in line with the five national key performance areas and to be summarised in this section.

4.2 Local Economic Development

4.2.1 Situational Analysis

The economy of Nkandla is dealt with in 2.1.3 and this section will deal with the programs and projects in place to respond to the current situation of the local economy. A number of studies have been made for the purpose establishing the economic status quo and develop strategies to be used in order to turn around the economy. This includes an LED Strategy, Agriculture & Tourism Development Strategy as well as the Business Retention and Expansion Program.

- **Local Economic Development Strategy**

Subsistence agriculture (maize, beans and vegetables, and sale of small livestock) generates about 16% of all household income in the area. The informal sector accounts for 13%, and local wages only 0.5%. The balance of household income is generated outside Nkandla either as migrants remittances (20%) or government grants (pensions and social welfare) (50%).

Agricultural projects include a large number of community vegetable gardens (DoA), a maize booster programme whereby 2500 hectares of land was ploughed in the Izigqoza, Mpungose, Mahlayizeni, Zondi and Ekukhanyeni areas (DoA), the Ntingwe Tea Estate (Ithala Bank), and the Nkandla Essential Oils Project (Ikusasaletu Trust and IOTC).

Nkandla has two natural forests, namely Nkandla and Qhudeni of both historical and natural significance. There are two commercial plantations (Qhudeni and Nkonisa) which were formerly under the auspices of the KwaZulu Department of Forestry. The Qhudeni plantation services a nearby sawmill but Nkonisa has not yet been harvested. These plantations were taken over by the Department of Water Affairs and Forestry (DWAF) in 1995. They are classified as B-Class, and are

meant to be disposed of to community-business partnerships under the policy framework set up to privatise state assets.

There are three ARRUP roads under construction at Nkandla, and the Vukuzakhe and Zibambeke Road Maintenance Contract System are both active at Nkandla (DoT).

Final Document

Strategic Framework

Vision	Goals	Objectives	Programmes	Activities
To develop a robust and inclusive municipal economy at Nkandla, exploiting local opportunities, real potential and competitive advantages, addressing local needs of Nkandla and contributing to national development objectives	Develop infrastructure using the nodal model i.e. primary and secondary nodes as springboards for economic development. <i>Aligns with Operation Mbo Goal No 7. Developmental Human Settlement.</i>	Enable infrastructural and institutional development of primary node at the town of Nkandla	Provide electrification for households and businesses	Build a sub-station at Nkandla to boost electrical supply
			Ongoing infrastructural development of Nkandla Town	Complete an operational plan for the new multi-purpose centre
			Provide support for the Nkandla Cultural village	Complete a business plan for the village with funding proposals
		Enable infrastructural and institutional development of key secondary LED nodes	<ul style="list-style-type: none"> • Provide road access to Ntingwe and Qhudeni LED node • Provide road access to Ntingwe and Qhudeni LED node • Provide road access to Ekhombe Hospital and Qudeni LED node 	<ul style="list-style-type: none"> • Upgrade P-90 • Upgrade P-16 • Upgrade P-707
		Provide road access to key tourist sites	<ul style="list-style-type: none"> • Provide road access to Amatshensipizi guest houses • Provide road access to King Cetwayo Grave Site 	<ul style="list-style-type: none"> • Upgrade D-1642 • Upgrade D-1599

Exploit tourism opportunities. <i>Aligns with Operation Mbo Goal No 6. Local Economic Development and job creation</i>	Co-ordinate tourism strategy with neighbouring municipalities	Develop a medium term tourism strategy (Possibly very focussed around Nkandla Forest and Amatshensipizi – birding (e.g. aerial walks at Nkandla Forest), day trips to historical sites, hiking trails in forest, mountain biking and 4x4 trails in Nzuze valley – all with local guides)	Funding already raised - Advertise and appoint consultant and focus study
			Link with neighbouring tourist departments
			Advertise Amatshensipizi lodges for both tourism and business purposes
		Obtain buy-in from local Traditional Authorities and residents	Conduct meetings along planned tourism routes to educate residents about the programmes
Protect and utilise natural resources. <i>Aligns with Operation Mbo Goal No 8. Land Reform and Agricultural Revolution and 6. Local Economic Development and job creation</i>	Promote forestry processing facilities at Nkandla	Work with the Department of Forestry to explore the feasibility of the disposal of state owned forests. The emphasis is on PPPs to process forestry products with special support to the existing sawmill at Qudeni	Develop capacity to plan and execute a disaster management plan for forest fires
			Determine the feasibility of public – private partnerships in the disposal of Nkonisa and Qudeni
	Promote agro-processing facilities at Nkandla	Develop an agricultural strategy. Focus the study on adding value opportunities of the R11,000,000 “Agrarian Revolution” Maize and Beans programme at Nkandla	Funding already raised - Advertise and appoint consultant. Provide processing and/or market assistance for farmers who have achieved surplus production
		Provide support for Ntingwe tea estate	Facilitate community relations and assist to arbitrate in current land claim
		Provide support for Nkandla essential oils distillation facility	Provide technical and management expertise via the Trust. Provide funding for key machinery
		Provide support for DoA Poultry projects	Build a poultry abbatoir at Nkandla

	Facilitate job creation and skills development. <i>Aligns with Operation Mbo Goal No 10. Harmonisation of NSDP, PGDS and IDP</i>	Facilitate multiplier effects from EPWP projects through a comprehensive skills development programme	Maximise local benefits from the ARRUP roads	Convene a special working committee comprising the DoA Head of Nkandla District, the LED manager the Chairman of the PLC and the DoT project manager
				Jointly identify suitable dam sites
			Enable local contractors to tender for service delivery in government construction, housing, and agricultural projects	Maintain a database of all local contractors, including information about involvement in EPWP projects
				Link contractors with FET college to formalise their skills acquired on the job
	Build local participation in LED planning and implementation. <i>Aligns with Operation Mbo Goal No 11. Public/Community participation and 12. Good governance & Service Excellence</i>	Business retention, expansion and new business attraction	Facilitate participation of local businesses and NGOs	Build capacity of the LEDA
			Link to the TIK Business Retention and Expansion Programme	Conduct a follow-up BR&E programme at Nkandla town
			Attract new businesses	Develop an incentive programme to attract new businesses to Nkandla
			Support governance programmes	Establish Ward Development Committees
				Get support for the Municipal Financial Management Systems, especially property rates tax
				Facilitate joint monitoring and evaluation of all line department projects at Nkandla
			Facilitate creation of Municipal Entities and Public Private Partnerships (PPP)	Train relevant municipal staff in the legal procedures for setting up PPPs

				Investigate the feasibility of a new shopping complex at Nkandla as a PPP
	<p>Link LED to social programmes.</p> <p><i>Aligns with Operation Mbo Goal No 2. Health and Social Support and 3. Community Wellness and Human Rights</i></p>	<p>Facilitate social cluster planning among Health and Welfare departments and NGOs working at Nkandla</p>		<p>Provide venue and chair meetings, facilitate in local political and community entry</p>

- **Tourism Development Strategy**

Stakeholders consulted during the Tourism Strategy Development Consultation Process generally identified the same attractions and potential attraction in Nkandla (i.e. there is a common view of the potential). This suggests that there have been previous discussions on tourism or indeed these are obvious opportunities that if initiated they would not only get local support, but external support too. The opportunities identified in Nkandla includes accommodation establishments such as B&Bs (Ward 14 is in process of building one), camping facilities, birding, hiking, forest viewing tours, battlefields historical grave and cultural sites, water sports etc.

The potential of Nkandla for tourism development was confirmed on national television with Nkandla being part of the focus on. All stakeholders interviewed expressed a strong view on the great advantage in linking tourism development in the Nkandla area with some of the neighboring areas. This, they asserted will be of mutual benefit. Suffice to say that both Melmoth and Eshowe tourism drivers do not see their areas in isolation, but instead as integral parts of Nkandla because of its rich historical sites and tourism potential (it was suggested that Nkandla has more tourism potential than its neighbors. This is confirmed by Mr. Barry Leitch a renowned tourism business man and a founder of Shakaland in Eshowe. He also feels that the museum at Eshowe featuring a lot of Nkandla history makes this linkage a natural partnership.

From the status quo assessment and the follow up interviews a number of statements relating to tourism development in Nkandla can now be confirmed. The statements are:

- The Nkandla Municipality has potential as a tourism destination.
- The potential tourism product of the Nkandla Municipality can add positively to the tourism product of the region.
- The exploitation of the tourism potential in Nkandla will positively impact on tourism development in neighboring municipalities, Mthonjaneni and Umlalazi.
- Tourism stakeholders in the neighboring municipalities and in the District have pledged their support for and commitment to tourism development in Nkandla.
- Due to the importance of the tourism industry in the development of the Nkandla economy the potential of accessing financial support is good.

- **Agricultural Development Strategy**

Nkandla has a relatively high potential for agricultural production compared to other areas in close proximity. Potentially there are large under utilized area of land that could be used for production. Basic infrastructure is available. However, supporting infrastructure (storage facilities, cool room etc) is required. The potential exists to build on existing specialized and unique production of tea and essential oils; however there is very little development around

the existing pilot projects at present. Currently the access to markets is very limited. The local market is very small as a result of very poor economic conditions. However, good market potential is available within the province and internationally (essential oils). The majority of the local demand is for low cost produce and not for high value produce; the local market is very price sensitive as apposed to quality sensitive.

The status quo assessment and the follow up interviews with strategic roles players have highlighted the key building blocks of a strategy:

- The further development and support of the Essential Oils and Nkandla Tea commercial ventures
 - Business, technical and entrepreneurial training across the value-chain (including hawkers etc)
 - The promotion of local production of locally consumed goods such as maize and beans
 - Capitalization of local assets such as livestock and forestry through the commercialization of enterprises and the implementation aligned activities such as honey and mushroom production.
 - Development of a Branding strategy to profile products produce in Nkandla
- **Business Retention & Expansion Program**

Strategies	Tasks/Activities	Performance Indicator	Responsibility	Priority (H, M, L)	Timelines
Funding & investments	<ul style="list-style-type: none"> Identify sectors & projects for funding Craft a Business case Develop & implement fundraising plan 	<ul style="list-style-type: none"> Projects & sector database Business case Fundraising plan 	<ul style="list-style-type: none"> LED Office 	<ul style="list-style-type: none"> High High Medium 	To be set by Management
Business & community mobilisation	<ul style="list-style-type: none"> Communicate LED Plan with Community Communicate BR & E plan Consolidate businesses needs for expansion Arrange shows, seminars, workshops & conferences 	<ul style="list-style-type: none"> Communication plan Shows, seminars, workshops & conferences conducted 	<ul style="list-style-type: none"> LED office Municipality management 	<ul style="list-style-type: none"> High High High Low 	To be set by Management
Training & Development	<ul style="list-style-type: none"> Conduct skills audit with a Plan Publicize database for training programmes & institutions Coordinate leadership & management courses 	<ul style="list-style-type: none"> Skills audit report & Plan Database for programmes 	<ul style="list-style-type: none"> Municipality management 	<ul style="list-style-type: none"> High Medium Medium 	To be set by Management

Infrastructure development	<ul style="list-style-type: none"> Segment & prioritise areas for infrastructural development Craft a business case Develop implementation plan 	<ul style="list-style-type: none"> Development plans Funding strategy 	<ul style="list-style-type: none"> Municipality management 	<ul style="list-style-type: none"> High High High 	To be set by Management
Market development	<ul style="list-style-type: none"> Prioritise sectors for development Coordinate international business partners with Ntsika Establish a database of products for import & export Facilitate strategic alliance workshops in line with ALGOA agreement 	<ul style="list-style-type: none"> Partnerships & alliances developed Plan for sector development Strategic alliance workshops conducted 	<ul style="list-style-type: none"> LED office in consultation with businesses 	<ul style="list-style-type: none"> High Medium Low Low 	To be set by Management
Business development	<ul style="list-style-type: none"> Implement productivity improvement in consultation with (PSA) Productivity South Africa & businesses Assist with development of Business management skills Assist with development of performance management systems Advise businesses on continuous improvement initiatives 	<ul style="list-style-type: none"> Productivity improvement initiatives Performance management system Continuous improvement projects 	<ul style="list-style-type: none"> LED Office in partnership with businesses Municipality management Municipality management 	<ul style="list-style-type: none"> High Medium Low Medium 	To be set by Management
Workforce Pool	<ul style="list-style-type: none"> Identify work force requirements for businesses Develop workforce database 	<ul style="list-style-type: none"> Workforce database 	<ul style="list-style-type: none"> Municipality management in consultation with businesses 	<ul style="list-style-type: none"> Low 	To be set by Management
Economic development forum	<ul style="list-style-type: none"> Formalise economic development leadership forum representative of business sectors Develop terms of reference (TOR) Implement the forum 	<ul style="list-style-type: none"> Community economic forum 	<ul style="list-style-type: none"> Municipality management in consultation with businesses 	<ul style="list-style-type: none"> High High High 	To be set by Management

4.2.2 Development Objective & Activities

Development Objective	LED Activities	Budget
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<ul style="list-style-type: none"> To grow the economy of Nkandla by promoting local Businesses/Entrepreneurs and capacitating emerging entrepreneurs. 	Business Retention & Expansion Program	Detailed Budget
	Subsistence Agriculture Program	
	Implementation of Tourism Strategy	
	Implementation of Agricultural Development Strategy	
	Training and Registration of SMMEs & Cooperatives	

4.3 Infrastructural Development

4.3.1 Situational Analysis

The state of infrastructure within Nkandla has been eluded to in 2.1.4, therefore, section will deal with municipal intervention with regards to infrastructural development. However, the municipality has developed infrastructural investment plan to guide the municipality in terms of this section.

4.3.2 Development Objectives & Activities

Development Objective	Infrastructural Development Activities	Budget
To attract investments to Nkandla by allocating 50% of the annual budget to capital projects	Development of Roads & Stormwater	Capital Budget
	Construction of Community Service Centres	
	Land Development	

4.4 Nkandla Town Development

4.4.1 Situational Analysis

The town of Nkandla being a rural town is characterised with dilapidated building and illegal structures. Plans are in place to rehabilitate the town including interventions by the provincial department and the district to beautify the town and demolish/ remove illegal structures.

4.4.2 Development Objectives & Activities

Development Objective	Town Development Activities	Budget
To attract investments to Nkandla by allocating 50% of the annual budget to capital projects	Land Development	Capital Budget/ Other Government Departments/ Agencies
	Landscaping	
	Park Development	
	Development of Trading Space – Market Stalls	

4.5 Nkandla Nodal Development

4.5.1 Situational Analysis

Apart from the primary node, i.e. Nkandla, there are four secondary nodes. They are Lindela, Dolwane, Qhudeneni and Chwezi. These nodes need to be developed and bring services close to our scattered communities. Nodal development framework plans have been prepared for all nodes, therefore their development will be informed by these plans.

4.5.2 Development Objectives & Activities

Development Objective	Nodal Development Activities	Budget
To ensure that development is undertaken within the various prescripts of relevant legislation in order to encourage organised settlements	Review of LUMS	Town Planning
	Implementation of Nodal Development Framework	Capital Budget/ Other Government Departments/ Agencies

4.6 Greening & Environmental Management

4.6.1 Situational Analysis

Although Nkandla has a very clean air due to unavailability of industries that pollute air, work still needs to be done to ensure environmental preserving. Partnership with the National Department of Environmental Affairs will see a lot projects being implemented this financial year and beyond.

Environmental Aspect No. 1

- **Bio-diversity**

Nkandla Municipality has enough wetlands including water stream. Although nothing is done to protect our wetland, there are control measures/ precautions to be used where threats arise. Apart from the wetland, Nkandla has two indigenous forest protected and managed by Ezemvelo KZN Wildlife.

- **Water Sources**

Nkandla Municipality has a number of different water sources including three large rivers (Uthukela, uMhlathuze and Nsuze), underground water, streams, springs, etc.

- **Heritage**

Covered and addressed in Tourism Development Plan.

- **Geomorphology**

It can be defined as the study of the processes and pressures operating on river systems. Changes in the independent variables of discharge, sediment load supplied to reach, and valley slope give rise to adjustments in the dependent variables of sediment load and particle size, hydraulic characteristics, and morphologies, all of which interact with each other.

This has been addressed above.

Environmental Aspect No. 2

The Municipality has mechanisms/ structures that capacitate and engage the local communities on environmental issues. They include a environmental management forum, incident management committee, etc. Awareness campaigns are held in Nkandla in terms disaster and environmental management. District and Provincial policies are used for enforcement purposes in these areas. The municipality will be implementing a greening & environmental management project for the next two years, where a stream and indigenous trees in town will be protected. As part of this project SMMEs will be developed & funded in the recycling business. Some of the streams and plant are managed by Ezemvelo KZN Wildlife as they are in protected areas.

4.6.2 Development Objectives & Activities

Development Objective	Environmental management Activities	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Development of a Park	Capital Budget/ Other Government Departments/ Agencies
	Town landscaping	
	Planting of Trees	

4.7 Public Participation

4.7.1 Situational Analysis

Nkandla Municipality in consultation with the relevant sector department has developed mechanisms including ward committee system. However, these must be maintained through continuous capacity building.

4.7.2 Development Objectives & Activities

Development Objective	Public Participation Activities	Budget
	Training/ Capacitating Ward Committees	Operational Budget – Grants
	IDP Technical Committee Ward Visits	
	Ward Profiling	

4.8 HIV/ AIDS Programs

4.8.1 Situational Analysis

All municipalities are required to play a role in HIV/AIDS mainstreaming. Therefore Nkandla Municipality has established Local Aids Council with representatives from all critical role player. The main policy document for the local aids council is the HIV/AIDS strategy aligned to national and provincial strategies.

- **HIV/ AIDS STRATEGY**

INTERVENTIONS	2011	2012	2013	RESPONSIBILITY
1. Provision of ARV treatment for all eligible pregnant women & children as per National guidelines	100% of both mother & child to receive ARV'S	100%	100%	DOH, Private Sector & Nkandla Municipality
2. Development / Scaling up / Strengthening of community base strategies / programs that support women during pregnancy	At least 10% of Nkandla municipality's area implement community based strategies that support women during & after pregnancy	At least 15%	At least 20%	All stakeholders involve
3. Provision of formula milk to children of HIV infected women who choose and are eligible for replacement feeding and those unable to breastfeed	At least 50% of eligible children be provided with formula milk	At least 60%	At least 70%	DOH & Civil Society
4. Raising Public awareness on HIV risk through unsafe traditional practices	At least 85% of public awareness of the dangers of unsafe traditional	At least 95%	At least 100%	LM, Traditional healers, DOH & Civil Society

	practices			
5. Training of Traditional Health Practitioners on infection control	Atleast 40% of traditional health practitioners trained on infection control	Atleast 50%	Atleast 60%	DOH, LM
6. Provision of supplies to traditional practitioners to ensure safe practices	Atleast 20% of traditional practitioners receive supplies.	Atleast 30%	Atleast 40%	DOH,LM,
7. Implementation of infection control guidelines in Home Base Care Palliative care setting	100% of Home Base Care givers adherent to infection control guidelines	100%	100%	DOH
Implementation of infection guidelines in all Health Facilities	100% of Health Facilities adhere to infection control guidelines	Atleast 100%	Atleast 100%	DOH,LM,Other stakeholders
Establishment of public sector				
Increase the number of adults & youth who have ever had an HIV test, with a special focus on men	Atleast 20%	Atleast 30%	Atleast 40%	LM,DOH, NGO's
Conduct VCT campaigns in	20% of workplaces and	Atleast 30%	Atleast 40%	Unions in all departments &

workplace and through organised trade unions	trade unions conduct VCT campaigns			Private sector.
Initiate ARV's to all eligible clients within 1 week	Atleast 30% of all clients receive ARV within 1 week	Atleast 30%	Atleast 40%	DOH,Private sector
Provision & implementation of community based ART support and literacy programme	Atleast 15% of community based ART literacy programme	Atleast 20%	Atleast 25%	DOE,DOH,LM, Other stakeholders
Strengthen support, mentoring & supervision of health care providers	Support & Mentoring system	Support & Mentoring system	Support & Mentoring system	DOH,LM,Other stakeholders

4.8.2 Development Objectives & Activities

Development Objective	HIV/ AIDS Activities	Budget
To reduce the prevalence of Poverty, HIV/AIDS and other communicable diseases	Review & Implementation of HIV/ AIDS Strategy	Operational Budget

4.9 Early Childhood Development

4.9.1 Situational Analysis

A study commission by the Unicef lead to the development of Local Plan of Action on children issues. Nkandla Municipality with its council is committed to the implementation of the LPA. As part of the implementation the Unicef has developed an OVC programme that includes establishment of child care for a.

- **Future for Nkandla ECD**

“By 2014 Nkandla as a whole will be a national and international recognized safe, naturally attractive area to work, live and invest in”

It will have accessible and good basic services with growing and sustainable economy, characterized by low unemployment rate, growing formal and informal businesses with a skilled workforce, which is involved in the creation of wealth and eradication of poverty. Its citizens, particularly children, will be proud and full of ownership of the development initiatives in the area. All this to make our children to have a brighter future and to make Nkandla a better place for children of all ages.

4.9.2 Development Objectives & Activities

Development Objective	ECD Programs	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Capacitating ECD Practitioners	Operational Budget
	Implementation of OVC Program	
	Training & Support of Child Care For a	

4.10 Disability Programme

4.10.1 Situational Analysis

People living with special needs are part of Nkandla society so it is imperative for Nkandla Municipality to provide and give assistance to people living with special needs. The Department of Education have played a pivotal role in providing schools for children with special needs.

- **Definitions of disability**

This refers to a long or short term reduction in a person activity resulting from an acute or chronic condition. In the community some people living with disability are kept indoors depriving them a right to socialize and associate with the rest of the community. Some community members are still not equipped with enough information regarding people living disability rights; they end up abusing them verbally without being aware that they are abusing them. Some are calling them by unacceptable / harsh vernacular names.

- **Disability Strategy**

ECONOMIC	Assets, Land Rights, Inheritance Rights, Savings, Investment, Employment, Income, Access to credit for people living With Disability
SOCIAL	Respect for basic rights at Home and at workplace, Decision Making, Education, Marriage, Reproductive Rights for people living with disability
PSYCHO-SOCIAL	Security, Self Confidence, Self Esteem, Response & Recognition in society For People Living Disability
POLITICAL	Participation, Voting, Freedom of Speech, Knowledge of Legal Rights for people with disability.

- **Municipal Commitment to Disability**

Nkandla Municipality is committed to ensuring the social stability of different groups of the community. Social Stability would be achieved through empowerment of the community groups that are said to be vulnerable. This includes Youth, Women, Children and People Living with Physical Challenges. The Disability forum was established in 2007 on these rounds:

1. To facilitate and ensure that the needs of the people living with disability are addressed accordingly.
2. To strengthen care and support for the people living with disability
3. To ensure that the principle of 'Nothing about us, without us' is implemented.

4. To engage all stakeholders involved with the issue of people living with disability so that they play a visible role.
5. To ensure that the awareness programs on people living with disability are cascaded to all municipal wards.
6. To facilitate the implementation of the people living with disability program
7. To build integrated strategies for people living with disabilities that will meet physical, psychosocial, educational, material, spiritual, legal and future needs.

4.11 Youth and Women Empowerment

Situational analysis

These groups form a great percentage in the total population within the municipality. The municipality has been providing support and capacitating them in order to run their own programmes. These include preferential points given to their businesses when bidding for municipal tenders. The municipality assisted in the development/ establishment of a local youth structure being Nkandla Youth Development Forum / NKAYDEF that actively tackles all matters relating to Nkandla youth. A women forum has also been formed with the assistance of the municipality.

To make these groups functional, each group has set its own vision, mission and strategic objectives. The common high level activities are as follows:

- To address the issues of women & youth of Nkandla and have a programme that assists the groups to develop themselves in the important aspects of life, i.e., socially, economically etc
- Fora shall have skills development programmes that are not linked to the Municipality
- Fora shall be leading the municipal youth and women programs
- Fora shall explore partnership with other relevant structures in government and NGO's for the purpose of sourcing funds.
- Fora shall make sure that each group is strengthened, sustained and represented in all wards.

4.12 Library & Information Services

4.12.1 Situational Analysis

Nkandla Municipal library is used as a main information hub in Nkandla. Apart from the daily core activities of book exchange, the library has a number of outreach programs that aims to empower local community. The establishment of Cyber-cadet with the assistance of the provincial department has made huge improvement in the operation of the library.

4.12.2 Development Objectives & Activities

Development Objective	Library & Information Services	Budget
To promote self-sustenance through capacitating Nkandla's community, with emphasis on vulnerable groups	Schools Outreach Program	Operational Budget Grants
	Schools Orientation Program	
	Book Exchange – Update Library	
	Computer Skills Development	
	Community Internet Café	
	Public Photocopying	
	Career Guidance	

5. Spatial Development Framework

5.1 Introduction

The Spatial Development Framework (SDF) is a sector plan of the IDP. As such, it is a spatial representation of the municipality's vision and is to be used to guide the location of development as envisaged in the IDP.

The **purpose** of a SDF can be described as the follows:

- The identification of desired patterns of land use
- The identification of spatial growth directions
- The conservation of the natural and built environment
- The correction of past imbalances as well as the integration of formerly disadvantaged areas

The objectives

- Strategic guidance on the location and nature of development.
- Set out basic guidelines for land use management.
- Discourage low density urban sprawl.
- Generate social and economic opportunities.
- Promote access to opportunities.
- Maximize resource efficiency by: (1) protecting sensitive environments, (2) protecting productive agricultural land and (3) enhancing the regional identity and character.

Considering the above as well as National Spatial Development Perspective, Nkandla Municipality has developed its SDF with LUMS that was adopted by council in 2006/2007. The development on the municipal area will be following the principles set in the SDF.

5.2 Land Use Management System

Nkandla LUMS

Through the use of GIS base information and aerial photography, areas of higher density settlement were identified. These areas were subsequently visited and fieldwork conducted to identify:

- Non-settlement and agricultural uses, such as tribal courts, clinics, schools, sport fields, commercial activities, community halls, worship sites, cemeteries, etc. These were GPS-referenced and photographed.
- Environmentally sensitive areas;
- Degraded areas as a result of over-grazing and poor land management practices;
- Settlement areas;
- Cultivation areas; and
- Potential Node areas through the identification of its function, locality and existing land use mix.

Overlays of High Potential Land for agricultural purposes, as well as Environmentally Sensitive areas were used to ensure that these areas remain protected. Through the LUMS, the following settlements were identified:

Nkandla LUMS Settlement

SETTLEMENT NAME	TRIBAL AUTHORITY
Maphuthu	Amaphuthu
Ezimambeni	Amaputu
Chwezi	Chwezi
Machubeni	Cube 1
2831cc_Ab Unnamed	Cube 1
Emaromeni	Cube 2
Mjahweni	Cube 2 & Mpungose
Ngwegweni	Ekhukanyeni
Emadrayini	Ekhukanyeni
2831ca_Aa Unnamed	Ekhukanyeni
2830db_Da Unnamed	Izigqoza
Ntingwe	Izigqoza
2831ca_Da Unnamed	Mhlayizeni
Madiyane	Mahlayizeni
Ndweni	Mhlayizeni
Mqubeni	Mahlayizeni
Esihosheni	Ngono
Qhudeni	Non Tribal
Dolwane	Ntuli
Mqina	Zondi
Gezahlale	Zondi

Land Use Categories were demarcated in each settlement, depicting:

- Settlement Areas;
- Cultivation Areas;
- Environmentally Sensitive Areas; and
- Degraded Areas

The majority of the settlements for which settlement maps have been prepared, are located along the main road network within the Nkandla Municipality.

5.3 Nkandla Development Situation and trends

The following Key Spatial Planning and Development Issues have been identified which need to be addressed in the next phase of the project, namely the Identification of Potential Investment Areas:

- The population is characterized by 57% being female, 43% being youth (younger than 20 years of age), extreme poverty with very low average annual household incomes, high illiteracy rate (50% of adults having no schooling), high HIV/AIDS infection rate, high and a dependence on government grants.

Four potential development nodes (excluding the accepted Primary Node of Nkandla) have been identified namely:

- Chwezi Development Node;
- Mfongosi Development Node;
- Esihosheni Development Node; and
- Qhudeni Development Node.

Where applicable, the following land use categories have been depicted in the proposed development nodes:

- Settlement;
- Low Impact Mixed Use;
- Education;
- Conservation;
- Health and Welfare;
- Public Buildings;
- Cultivation;
- Degraded Areas; and
- Passive Open Space.

Distribution of Community Facilities

The Distribution of Community Facilities Map indicates the distribution of schools, health facilities and other community facilities throughout the Nkandla Municipal area. As indicated previously, there are certain wards where community facilities are few and far in between, meaning longer travel distance and time for users. Affected wards are wards 1, 2, 3, 8, 11 and 12.

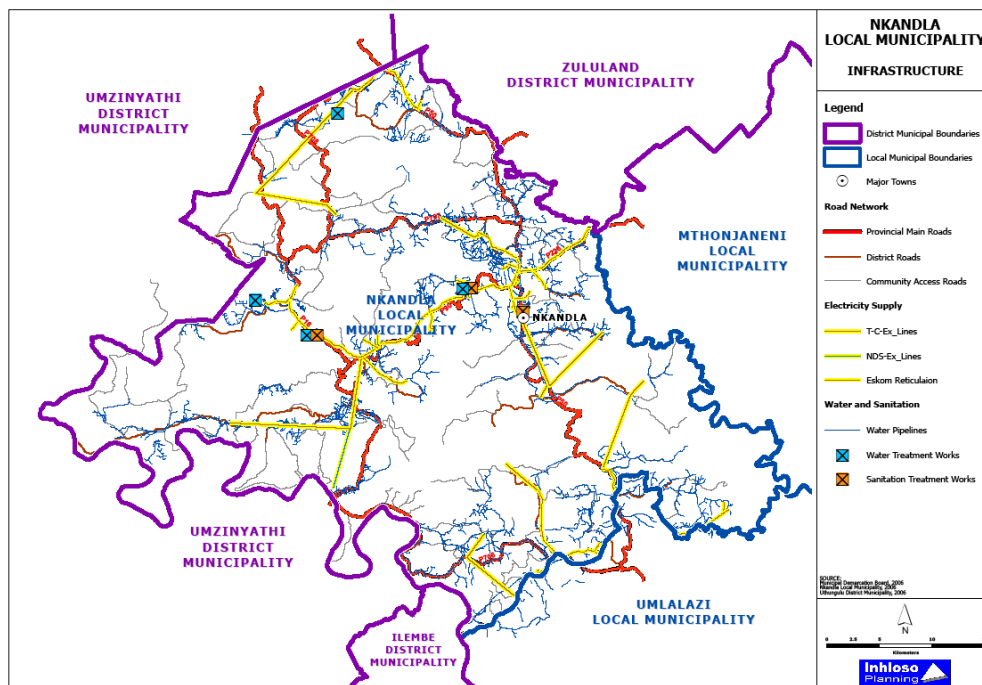
Infrastructure Assessment

According to the 2001 census, 65% of households did not have access to piped water. According to the Nkandla IDP Review for 2006/2007 (pg 103), 47.6% of households, in 2005, did not have access to water above the RDP standard (25l of water per person within 200m walking distance). This clearly indicates that the water backlog is being addressed substantially. However, the backlog still remains considerable.

Areas of greatest need are Zondi, Ekukhanyeni and Izigqoza Traditional Authority Areas¹.

The **Infrastructure Map** (attached hereunder), indicates that the southern and central-eastern areas of the municipality is well covered with a water distribution network. Dolwane and surrounds are also well covered with a water distribution network.

1



Environment Considerations

Nkandla is home to two Natural Forests, namely Nkandla and Qhudeneni, both being regarded as Conservation Areas with high potential for tourism related development. Nkandla is also home to the Matshenezimpisi Nature Reserve, as well as a number of spectacular scenic viewpoints both along the P50 and P90 main roads.

Wards 2, 3 and 10 are home to a number of wetland areas, whilst a large tract of land, as depicted on the

Environmental Considerations Map (see overleaf), in Ward 9 can be considered as “totally irreplaceable s

Transport Network

Nkandla municipality is isolated from national roads, as well as from major economic development corridors and towns. The Department of Transport, through its African Renaissance Road Upgrading Programme (ARRUP) is currently upgrading the main roads P15 and P50 extending from Kranskop to Nkandla and Eshowe (89.2kms) from gravel to blacktop. This route passes through the scenic Nkandla Forest Reserve.

According to the Nkandla LED Strategy Revision (July 2006, pg 67), the Nkandla Municipality has identified certain key roads that should be upgraded. These are:

- P90 Ntingwe and Qhudeneni LED node (26.9km). This would complete the linkage with the town of Kranskop and open access to Ekhombe Hospital and the Qhudeneni Secondary Node.
- P16-3 Ntingwe and Qhudeneni LED node (44.2km). This would improve access to the Qhudeneni secondary node from the northern regions of Nkandla.
- P707 Ekhombe Hospital and Qhudeneni LED node (25.9km). It is an important link for a number of communities in the northern region of Nkandla.
- D1642 Amatshensipizi guest houses (8.3km).
- D1599 King Cetshwayo Grave Site (11.84km). This road would open access to extremely poor communities in the southern region of Nkandla en-route to King Cetshwayo's Grave Site – an important tourist site.

The spatial implications of the above are:

- Spatial economic development opportunities must be investigated which should be focused on the women and youth in the Municipal Area;
- Adult Education Centres at appropriate locations/ development nodes will have to be investigated. This could be combined with existing community centres / halls or through the provision of additional multi-purpose centres or community halls / centres;
- As a result of the high HIV/AIDS infection rate, additional health facilities will have to be planned and developed at appropriate locations / development nodes;
- Government welfare functions will have to be decentralized and existing Pension Payout Points should be upgraded to at least provide shelter and sanitation facilities.

Nkandla Municipality is isolated from main transport routes and economic corridors. However, the upgrading of the P50 main road, through the African Renaissance Road Upgrading Programme), which traverses through the Nkandla Natural forest and passes some important cultural historical sites (e.g. King Cetshwayo's Grave Site) will provide economic opportunities and spin-offs which must be pursued. A Tourism Development Node could be a very real possibility and should be investigated.

The tourism potential in the municipal area of Nkandla is very high. The Tourism Development Strategy must be completed and must be aligned with proposed spatial developments – particularly the proposed development nodes which will be a result of this study. The strategy must focus on the Nkandla Forest, the Qhudeneni Forest, scenic viewpoints, cultural and historical points of interest and the:

- Natural beauty of large areas of Nkandla's hinterland – particularly along the Tugela, Nsuze and Mhlathuze Rivers. It is also important to ensure further development and marketing of the Amatshenezimpisi Nature Reserve.
- There is a great need for additional sport fields / facilities – particularly bearing in mind the high youth population of Nkandla. Kick-around levelled areas could be developed throughout Nkandla municipality where there is higher concentration of people. Sport facilities should be developed at identified development nodes.

- The extremely high backlog in electricity provision must be addressed with Eskom. It is particularly important that identified development nodes be provided with electricity, water and sanitation.
- A system for solid waste removal must be investigated – possibly through the preparation of a Integrated Waste Management Plan. At proposed development nodes, the addressing of this issue will be important.
- Additional public libraries must be established at development nodes once identified – particularly the secondary development nodes.
- The municipality should target the poorest areas with well planned interventions – high impact initiatives. These areas include Wards 7, 9, 13 and 14 in the south and wards 2 and 3 in the north.
- As a result of denser settlement patterns along the P50 and P90 main roads, appropriate spatial development interventions should be investigated, in an integrated manner, along these routes.
- Some 80% of land in the municipal area of Nkandla is Traditional Authority Land (Ingonyama Trust Land). This means that land tenure issues will have to be addressed in the development of proposed nodes.
- The high agricultural potential of land in Nkandla Municipal area (particularly in wards 5, 6, 7, 9, 13 and 14) must be effectively and efficiently used and the development of agro-processing industries must be investigated at appropriate locations. Urban development at these locations should be minimized. It is also recommended that an Agricultural Development Plan / Strategy be prepared for Nkandla municipal area.
- The potential for further forestry development at Nkonisa and Qhudeni commercial forests must be investigated.

5.4 Spatial issues

Following consideration of the studies that have been undertaken in the municipal area, the updated Status Quo Analysis and the resultant identified Key Spatial Planning and Development Issues, a detailed analysis of the spatial pattern has been undertaken. This analysis has assisted in identifying tendencies, conflicts and opportunities that may exist in the municipal area. The results are explored below:

5.4.1 Agriculture and Forestry

The agricultural potential of land in the Nkandla Municipal area must be promoted at appropriate locations. It is particularly the high potential agricultural land (Class 2) that needs to be explored for agricultural development projects and initiatives. Such initiatives could include:

- Large Scale Communal Based Farming (in a type of co-op system); and
- Agro-processing industries at appropriate locations.

Agricultural development of these identified areas could lead to job creation and economic development spin-offs, but ultimately to an increase in the living standard of people in these communities.

As stated previously in the report Nkandla has two large commercial plantations, namely Nkonisa (5,265ha of which 478ha are planted) and Qhudeni (6,050ha of which 1,443ha are planted). These are classified as B-Class and are to be disposed of to community-business partnerships under the policy governing the privatization of state assets. The roll-out of the disposal process to community-business partnerships needs to be planned and implemented as soon as possible. Obviously the communities involved as well as the businesses will greatly benefit from an economical point of view. These commercial plantations, if operated effectively and efficiently, will be self-sustainable and will have further economic spin-offs in terms of downstream processing industries.

5.4.2 Tourism and Recreation

As stated previously in the report, "The tourism potential in the municipal area of Nkandla is very high ... The strategy must focus on the Nkandla Forest, the Qhudeni Forest, scenic viewpoints, cultural and historical points of interest and the natural beauty of large areas of Nkandla's hinterland – particularly along the Tugela, Nsuze and Mhlathuze Rivers. It is also important to ensure further development and marketing of the Matshenezimpisi Nature Reserve."

As a result of the focus areas identified above, specific tourism development nodes have been identified and are as such proposed in the proposed Nkandla Spatial Development Framework.

5.4.3 Special Management Areas

Special Management Areas refers specifically to areas that require effective and efficient management and includes environmentally sensitive areas. Controls will need to be developed that ensure the protection or conservation of these areas. There are however economic development potential through linkages of these areas with appropriate development or project initiatives such as nature trails, accommodation facilities and other related development. There are, however, also areas which are deemed irreplaceable land where no development may occur.

5.4.4 Urban Development

Nkandla Town is the only urban area in Nkandla Municipality which offers the full array of urban development, albeit at a smaller scale compared to the majority of towns in KwaZulu-Natal, are found. This includes low density residential, active and passive open space, schools, commercial areas, service-industries, churches, offices, government buildings and services, financial services, etc.

5.4.5 Economic Development

Development throughout the municipal area should not be restricted to service provision only, but opportunities should also be created in the employment and production fields. It is important that the development of emerging small towns/nodes should be encouraged in order to improve service provision and opportunities to rural areas. The identification of such emerging small towns/nodes, however, needs to be informed by spatial analysis and should be informed by locality, accessibility, density of population, availability of services, potential for economic growth, etc.

5.4.6 Social Infrastructure and Services

The Provincial Growth and Development Strategy has identified the need to support growth in small towns to *inter alia* improve the delivery of services to rural areas. This needs to be informed by the identification of appropriate emerging settlements where the greatest return on social and services investment could be achieved, as well as those emerging settlements that serves a substantial hinterland.

Social Infrastructure include community facilities such as clinics, sport fields and facilities, libraries, adult education facilities, pension payout points, etc.

5.4.7 Main Movement Routes and Infrastructure

Accessibility and natural movement between spatial components and systems are very important. This includes accessibility to the main centre (Nkandla Town), Economic Development Areas, Service Areas, Tourism Areas, Agricultural and Forestry Development Areas, adjoining municipalities, existing settlements within Nkandla Municipality, etc.

Movement routes, such as the P50, P90, P226, P707, P706, P708, as well as other roads within the municipality are considered the 'glue' that holds the area together by providing internal and external access. Movement Routes also provides accessibility to services – both infrastructural and facilities.

The main movement routes that have been identified are P50 (being upgraded to black top via the African Renaissance Road Upgrading Programme – ARRUP) which traverses through the municipal area, providing direct access between the towns of Eshowe, Nkandla and Nquthu. It also traverses the Nkandla Natural Forests and other tourist attractions. Other main movement routes include P226 (to Melmoth Town) and P90 (to Dolwane). Movement routes that require upgrading include P16 (Jameson's Drift to Qhudeneni) and the P707.

- **SERVICE NODES**

These centres are typically characterized by an accessible location, postal services and public phones, limited economic activity, a pension payout point and educational facilities.

Identified Service Nodes in the Nkandla Municipal Area:

- Esihosheni;
- Jameson's Drift;
- Maphuthu; and
- Ekukhanyeni.

Esihosheni Service Node serves the eastern hinterland of the municipal area, whilst the **Jameson's Drift Service Node** is strategically located on the south-eastern boundary of the municipal area at the crossing of the Tugela River. Jameson's Drift Service Node also acts as a service centre between the Dolwane and Lindela Economic Development Nodes, which is relatively far apart.

Maputhini Service Node has also been strategically identified due to its proximity to the P50 main transport investment route, Nkandla Town, the Nkonisa Commercial Forest, the proposed P90 Tourism Node, as well as the agricultural investment area to its north.

Ekukhanyeni Service Node has similarly also been strategically identified due to its proximity to the P50 main transport investment route, and the agricultural investment areas to its north and south.

These Service Nodes have been proposed at strategic locations and by virtue of facilities already provided at these nodes. As with the proposed Economic Development Nodes, it is also crucial that the identified Service Nodes are provided with sufficient basic infrastructure (water, sanitation and electricity).

TOURISM NODES

The following Tourism Nodes have been identified:

- Matshenezipisi;
- P90; and
- Esibhudeneni.

Amatshenezipisi Tourism Node is an existing Tourism Facility, whilst the proposed Esibhudeneni Tourism Node is proposed due to its scenic locality at the entrance to the Nkandla Forest Reserve (from Eshowe) along the P50 main transport investment route. Apart from the Nkandla Forest Reserve, there are also a number of other tourism attractions in close proximity to the proposed Tourism Node, such as King Cetshwayo's Grave Site.

The purpose of identifying the Esibhudeneni Tourism Node is also to link the provision of tourism facilities with the Nkandla Forest Reserve (such as accommodation, commercial facilities, an Information Office, restaurants, etc.). The P90 Tourism Node has been identified due to its scenic setting and to the significant potential it offers for the establishment of overnight accommodation (camping and cabins / chalets / lodges) and trails.

It is crucial that the identified Tourism Nodes are provided with sufficient basic infrastructure (water, sanitation and electricity). In addition, each node will require appropriate land use and management controls, due to their location in or in close proximity to identified environmentally sensitive areas.



5.5 National and Provincial Alignment Issues

5.5.1 National Spatial Development Perspective

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003. The four principles of the NSDP are as follows:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP places a lot of emphasis on the presence of institutional capacity to realize the developmental impact of any given area or identified resource that has developmental potential. As such, it distinguishes between the following categories of potential: (1) innovation and experimentation, (2) the production of high-value differentiated goods, (3) labour intensive mass-production, (4) public service and administration, (5) tourism and (6) commercial services and retail.

Application:

Apart from improved service delivery and ensuring a basic standard of living for all in the Municipality, proposed Nodal Hierarchy System and Intervention Areas clearly links with the principles of the NSDP:

- The proposed Economic Development Nodes aims to establish economic growth and development at the nodal locations which will ultimately promote social development and community empowerment.

5.5.2 Provincial Spatial & Economic Development Strategy

The **Provincial Spatial & Economic Development Strategy** aims to:

- Provide spatial context to the PGDS;

- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities;
- Influence investment decisions of the private sector;

The PSEDs is intended as a guide to service delivery within the cluster to achieve the goals set in ASGI-SA: Halve poverty & unemployment by 2014. Principles of development and growth underpinning PSEDs:

- Government has a constitutional obligation to provide basic services to all citizens. Basic services include health, education, housing, transport
- All areas of the province require development
- Certain areas of the province will drive economic growth
- The PSEDs attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth
- Four key sectors have been identified as drivers of economic growth in the province, namely:
 - The Agricultural sector (including agric-processing and land reform)
 - The Industrial sector (Including Manufacturing)
 - The Tourism sector
 - The Service sector (including government services)
- The logistics and transport sector (including rail) underpin growth in all four sectors.
- Sustainable and affordable water and energy provision is crucial to economic growth & development.

It is considered that the Nkandla SDF, in its totality, abides with the above principles of development and growth underpinning PSEDs.

SECTION D: SERVICE PLANS

6. Service Delivery & Budget Implementation Plan

MUNICIPAL LONG-TERM STRATEGIC OBJECTIVE	MUNICIPAL KPA	1 ST QUARTER TARGET	1 ST QUARTER INDICATOR	2 ND QUARTER TARGET	2 ND QUARTER INDICATOR	3 RD QUARTER TARGET	3 RD QUARTER INDICATOR	4 TH QUARTER TARGET	4 TH QUARTER INDICATOR	ANNUAL BUDGET ALLOCATION	RESPONSIBLE DEPARTMENT UNIT
6.1 DEMOCRACY & GOOD GOVERNANCE											
To engage the communities in the municipal development process & involving key stakeholder to meet the communities expectations	Public Participation/ Integrated Development Planning	Drafting of the IDP Process Plan for 2011/12 IDP	IDP Process Plan adopted by Council.	Stakeholder involvement in the IDP: Ward Committees IDP Rep. Forum District Alignment Meeting	Minutes of the stakeholder involvement fora	Finalization of the Draft 2009/10 IDP	Adopted Draft IDP	Stakeholder involvement in the finalization of the IDP: Ward Committees IDP Rep. Forum District Alignment Meetings	Minutes of the stakeholder involvement fora Adopted final reviewed IDP		Commedes
		Implementation of the Reviewed	Newsletter/ radio slots/ Media	Implementation of the Reviewed	Newsletter/ radio slots/	Implementation of the	Newsletter/ radio slots/	Implementation of the	Newsletter/ radio slots/		Commedes

		Communication Strategy	publication	Communication Strategy	Media publication	Reviewed Communication Strategy	Media publication	Reviewed Communication Strategy	Media publication		
		Implementation of the public participation policy & action plan	Ward Committees & other related structures minutes of the meetings	Implementation of the public participation policy & action plan	Ward Committees & other related structures minutes of the meetings	Implementation of the public participation policy & action plan	Ward Committees & other related structures minutes of the meetings	Implementation of the public participation policy & action plan	Ward Committees & other related structures minutes of the meetings		Commedes
		Review of the Municipal By-laws	Progress Report	Review of the Municipal By-laws	Final adopted by-laws	Implementation of the Municipal By-laws	Quarterly/ Monthly Reports	Implementation of the Municipal By-laws	Quarterly/ Monthly Reports		
		Assessment of new developments	Application received & assessed as per the legislation and by-laws	Assessment of new developments	Application received & assessed as per the legislation and by-laws	Assessment of new developments	Application received & assessed as per the legislation and by-laws	Assessment of new developments	Application received & assessed as per the legislation and by-laws		
		Implementation of SDF/ LUMS & Town Planning Scheme	Quarterly reports	Implementation of SDF/ LUMS & Town Planning Scheme	Quarterly reports	Implementation of SDF/ LUMS & Town Planning Scheme	Quarterly reports	Implementation of SDF/ LUMS & Town Planning Scheme	Quarterly reports		
	Effective measurement of Municipal Performance	Establishment of PMS & Audit Committee	Council resolution on the formation of the committees, Adoption of Risk based audit plan	Audit Performance & Risk Management	Quarterly Reports & Minutes of the committee meetings	Audit Performance & Risk Management	Quarterly Reports & Minutes of the committee meetings	Audit Performance & Risk Management	Quarterly Reports & Minutes of the committee meetings		
6.2 INSTITUTIONAL TRANSFORMATION											

To adhere to service excellence by promoting skills development & implementing human capital retention strategies		Implementation of WSP/ Placement Plan/ Policy	Report on training & recruitment & continuous training	Implementation of WSP/ Placement Plan/ Policy	Report on training & recruitment & continuous training	Implementatio n of WSP/ Placement Plan/ Policy	Report on training & recruitment & continuous training	Implementat ion of WSP/ Placement Plan/ Policy	Report on training & recruitment & continuous training		
		Review of Human Resources & other related policies	Complete policies adopted by the council	Implementation of HR & other related policies	Quarterly Reports	Implementatio n of HR & other related policies	Quarterly Reports	Implementat ion of HR & other related policies	Quarterly Reports		
6.3 FINANCIAL VIABILITY & MANAGEMENT											
To increase municipal revenue through sound financial management processes	Revenue Management	Review of Debt Collection Policy to accommodate new services	Complete Debt Collection Policy adopted by the council	Implementation of the Debt Collection Policy	Monthly Billing/ Consumer Statements & Income Report	Implementatio n of the Debt Collection Policy	Monthly Billing/ Consumer Statements & Income Report	Implementat ion of the Debt Collection Policy	Monthly Billing/ Consumer Statements & Income Report		
	Expenditure Management	Budget Implementation	Quarterly Expenditure Reports	Budget Implementation	Quarterly Expenditure Reports	Budget Implementatio n	Quarterly Expenditure Reports	Budget Implementat ion	Quarterly Expenditure Reports		
	Financial Reporting	Monthly/ Quartely & Annual Financial Reporting to council, treasury & other structures	Monthly/ Quartely & Annual Financial Reports including financial statements submitted within prescribed dates	Monthly/ Quartely & Annual Financial Reporting to council, treasury & other structures	Monthly/ Quartely & Annual Financial Reports including financial statements submitted within prescribed	Monthly/ Quartely & Annual Financial Reporting to council, treasury & other structures	Monthly/ Quartely & Annual Financial Reports including financial statements submitted within prescribed	Monthly/ Quartely & Annual Financial Reporting to council, treasury & other structures	Monthly/ Quartely & Annual Financial Reports including financial statements submitted within prescribed		

					dates		dates		dates		
6.4 INFRA-STRUCTURAL DEVELOPMENT & BASIC SERVICES											
To ensure efficient, effective, sustainable & qualitative basic service delivery		Implementation of Capital Projects	Quarterly Capital Projects Reports with MIG Budget Movements	Implementation of Capital Projects	Quarterly Capital Projects Reports with MIG Budget Movements	Implementation of Capital Projects	Quarterly Capital Projects Reports with MIG Budget Movements	Implementation of Capital Projects	Quarterly Capital Projects Reports with MIG Budget Movements		
		Maintain Infrastructure & Supply of electricity to households within the town	Quarterly reports on Infrastructure maintenance & number of households with access to electricity	Maintain Infrastructure & Supply of electricity to households within the town	Quarterly reports on Infrastructure maintenance & number of households with access to electricity	Maintain Infrastructure & Supply of electricity to households within the town	Quarterly reports on Infrastructure maintenance & number of households with access to electricity	Maintain Infrastructure & Supply of electricity to households within the town	Quarterly reports on Infrastructure maintenance & number of households with access to electricity		
		Town cleaning & maintenance of roads, storm water and street lighting	Reports on the performance of service providers appointed for these services	Town cleaning & maintenance of roads, storm water and street lighting	Reports on the performance of service providers appointed for these services	Town cleaning & maintenance of roads, storm water and street lighting	Reports on the performance of service providers appointed for these services	Town cleaning & maintenance of roads, storm water and street lighting	Reports on the performance of service providers appointed for these services		
6.5 SOCIO-ECONOMIC DEVELOPMENT											
To eradicate Poverty & unemployment by	LED	Review the Municipal LED	Progress Report tabled to MANCO &	Review the Municipal LED	Reviewed LED Strategy	Implementation of the Reviewed LED	Progress Report on the Implementation	Implementation of the Reviewed	Progress Report on the Implementation		Office of the MM

facilitating economic growth		Strategy	Council.	Strategy	tabled to Portfolio Committee & MANCO,	Strategy	n	LED Strategy	n		
		Development of the Integrated Skills Development Programme linked with the WSP	Progress Report on the development of the skills development programme	Finalize the Integrated skills development programme	Adopted skills development programme	Implementatio n of the skills development programme	Progress report on the skills development programme	Implementat ion of the skills developmen t programme	Progress report on the skills development programme		
	Social Development	Development and Implementation Youth, Women, Disability & Children Development & empowerment programme	Annual Social development programme/ plan adopted by the council	Implementation of Annual Social Development Programme/ Plan	Quartely reports on the implementation of the programme/ plan	Implementatio n of Annual Social Development Programme/ Plan	Quartely reports on the implementation of the programme/ plan	Implementat ion of Annual Social Developmen t Programme/ Plan	Quartely reports on the implementation of the programme/ plan		Office of the MM

	Sports & Recreation	Facilitate the Establishment of the Nkandla Sports Council/ Implementation of the sports plan	Established Structure & progress Report to MANCO	Implementation of the sports plan	Quarterly Report	Implementation of the sports plan	Quarterly Report	Implementation of the sports plan	Quarterly Report			
	Community Safety	Development of Disaster Response Plan and Traffic Unit Business Plan	Complete plans adopted by the council	Implementation of Community safety plans	Quarterly reports	Implementation of Community safety plans	Quarterly reports	Implementation of Community safety plans	Quarterly reports			
	HIV/Aids	Review of Local Aids Strategy	Reviewed strategy adopted by council	Implementation of the local aids strategy	Attendance Registers & reports	Implementation of the local aids strategy	Attendance Registers & reports	Implementation of the local aids strategy	Attendance Registers & reports			
	Public Facilities	Review/ Development of	Complete Plan presented to the	Implementation of the Public	Monthly/ Quarterly	Implementation of the Public	Monthly/ Quarterly	Implementation of the	Monthly/ Quarterly			

		Public Facilities Management Plan	municipal committees	Facilities Management Plan	Report	Facilities Management Plan	Report	Public Facilities Management Plan	Report		
	Information Services	Development of Library & TSC Annual Operational Plan	Complete plan	Implementation of the Information services plan	Quarterly Report	Implementation of the Information services plan	Quarterly Report	Implementation of the Information services plan	Quarterly Report		

SECTION E: GOVERNANCE AND MANAGEMENT

7. Institutional Arrangements

7.1 Introduction

A municipality is formed and operated as per the requirements in the Constitution, Municipal Structures Act, Municipal Systems Act as well as the Municipal Finance Management Act. A number of systems and policies have been developed for ease implementation of the IDP. This includes implementable organogram, strategic and policy documents.

7.2 Office of the Municipal Manager, Mayor and the Speaker

The office of the Municipal Manager is responsible strategic direction of the organisation including taking care of functions like **PMS** and **Internal Audit**. Some of the functions mostly performed in this office are delegated to other departments. These include communication & public participation and integrated development planning.

The following positions form part of this unit's organogram:

- Municipal Manager
- PMS Manager
- Internal Auditor
- Executive Secretary

7.2.1 Municipal Council

The 27 part-time councilors include the mayor, deputy mayor, the speaker of the council, three members of the executive committee and ordinary councilors. The councillor's information including their minimum ward information can be summarised as follows:

- Ward Councilors

NAME	WARD	GENDER	POPULATION	HOUSE HOLDS
Cllr .S.Z. Dlamini	1	Male	9499	1653
Cllr. S.O. Sibiya	2	Male	9911	1590
Cllr. B.B Dlomo	3	Male	8822	1458
Cllr. P. Khanyile	4	Male	6374	1185
Cllr. Z.O. Zulu	5	Male	12722	2625

Cllr .N.F.J. Nzuza	6	Female	6112	1086
Cllr. M.N. Mthombeni	7	Male	9969	1713
Cllr. S.L. Mthembu	8	Male	10577	1902
Cllr. T.M. Dladla	9	Male	8777	2373
Cllr. S.E. Mhlongo	10	Male	12135	2118
Cllr. M.T. Majozi	11	Male	9316	1650
Cllr .M.J. Mkhize	12	Male	8374	1251
Cllr. S.N. Masikane	13	Male	11922	2034
Cllr. M.N. Nkwanyana	14	Male	9096	1566

- Party Representatives

NAME	PORT-FOLIO	GENDER
Cllr. T.M. Sosibo	Exco Member	Female
Cllr. S.E. Dlomo	Council Member	Female
Cllr. M.T. Khumalo	Council Member	Male
Cllr. S.E. Mahaye	Council Member	Male
Cllr. M.L Mncube	Council Member	Male
Cllr. P.R. Dlamini	Council Member	Female
Cllr. F.K. Magubane	Council Member	Female
Cllr. J.B. Khumalo	Council Member	Male
Cllr. B.Z.Mncadi	Exco & Distr. Co	Female
Cllr. B.V. Khanyile	Council Member	Male
Cllr. BC Basi	Council Member	Male
Cllr. N.Z.Zuma	Council Member	Female
Cllr. M. Zuma	Council Member	Male

7.2.2 Portfolio Committees

These committees are formed in terms of section 33 of the structures Act and they are aligned in terms of all Municipal operations within the regulated frameworks by the government.

Portfolio committees are excising the roles laid down by the Council in other words they are an operational tool of the Council in the running of the Municipality in various departments. These portfolio committees are divided according to the municipal operational departments namely Budget and Treasury, Community Services, Technical Services and Corporate Services. All proceedings within these departments respective Portfolio must be aware of. The fundamental reasons why these portfolios are important to the municipality are outlined in the duties and functions of the of each and every Portfolio in the following paragraphs.

7.2.2.1 Powers and Functions of Portfolio Committees

- Recommend for adoption by the Council or Executive Committee, the policies falling within the functional area of the Portfolio.
- Comments on the draft budget in respect of functional areas of the Portfolio
- Oversee financial performance against the approved budget including dealing with reports from Auditor- General
- Reports to the Executive Committee
- Discuss and recommend on operational issues within the functional area of the Portfolio
- Monitor the implementation of the business plans of the functional areas of Portfolios
- Each Councilor is assigned the political responsibility for a functional area of a Portfolio committee to take political decisions delegated to them
- Recommends to the Executive Committee legislation, norms and standards in respect of the functional areas of the Portfolio
- Recommends to the executive council the passing or amendments of by – laws pertaining to the functional area of the Portfolio.
- The executive committee may delegate any powers and duties of the Executive Committee to the Portfolio Committee

Finance

The Honourable Mayor: Cllr. Z.O. Zulu – Chairperson

M.N. Mthombeni

M.T. Khumalo

M.L. Mncube

J.B. Khumalo

P. Khanyile

Corporate Services

B.Z. Mncadi – Mpanza – Chairperson

T.M. Dladla

S.L. Mthembu

S.O. Sibiya

N.Z. Zuma

S.E. Dlomo

M. Zuma

Community and Economic Development Services

N.F.J. Nzuza – Deputy Mayor – Chairperson

B.V. Khanyile

T.M. Sosibo

S.E. Mhlongo

P.R. Dlamini

B.B. Dlomo

S.E. Mahaye

Planning and Technical Services

S.Z. Dlamini

M.T. Majazi

S.N. Masikane

M.N. Nkwanyana

F.K. Magubane

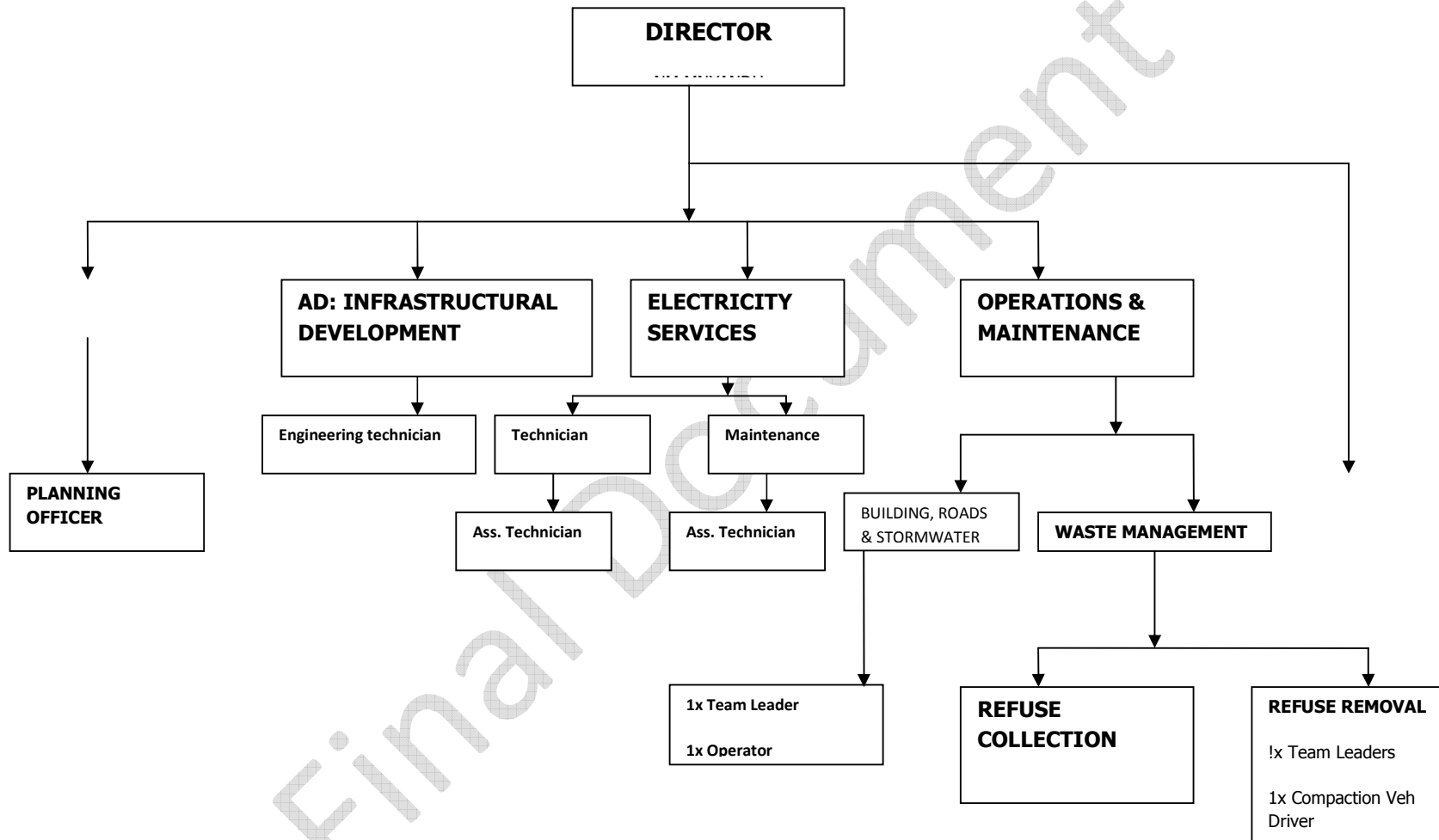
M.J. Mkhize

B.C. Basi

7.3 Technical Services

This is an engineering services department responsible for the Infrastructure and Basic Services KPA. The functions performed by technical service of Nkandla Municipality are as follows:

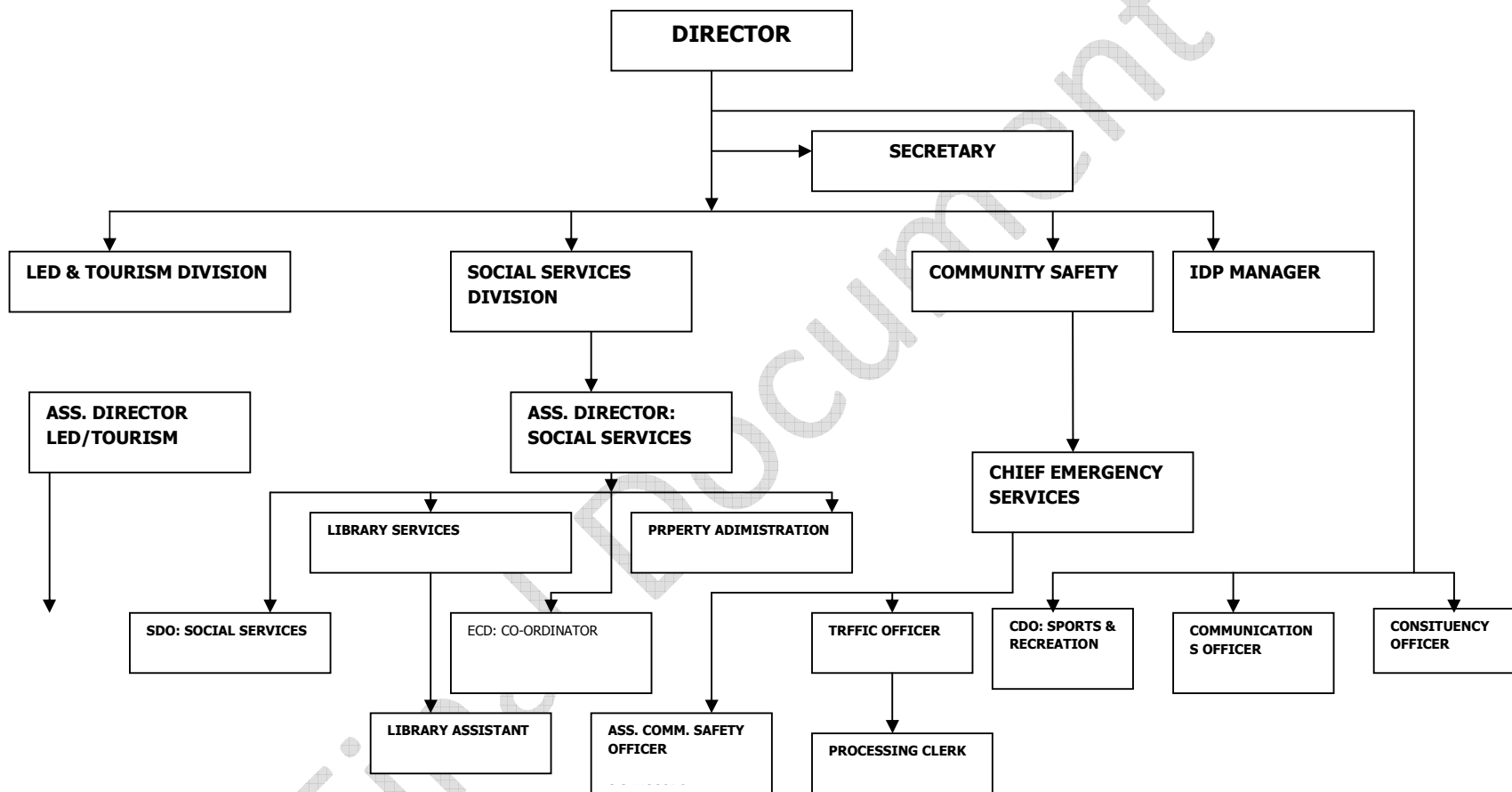
- Infrastructural Development
- Waste Management
- Electricity
- Town Roads Maintenance
- GIS
- Spatial Planning
- LUMS
- Nodal Development



7.4 Community & Economic Development Services

Community & Economic Development services formerly known as community services had to accommodate and prioritise the local economic development. It is responsible for the implementation of the socio-economic development KPA with the following functions:

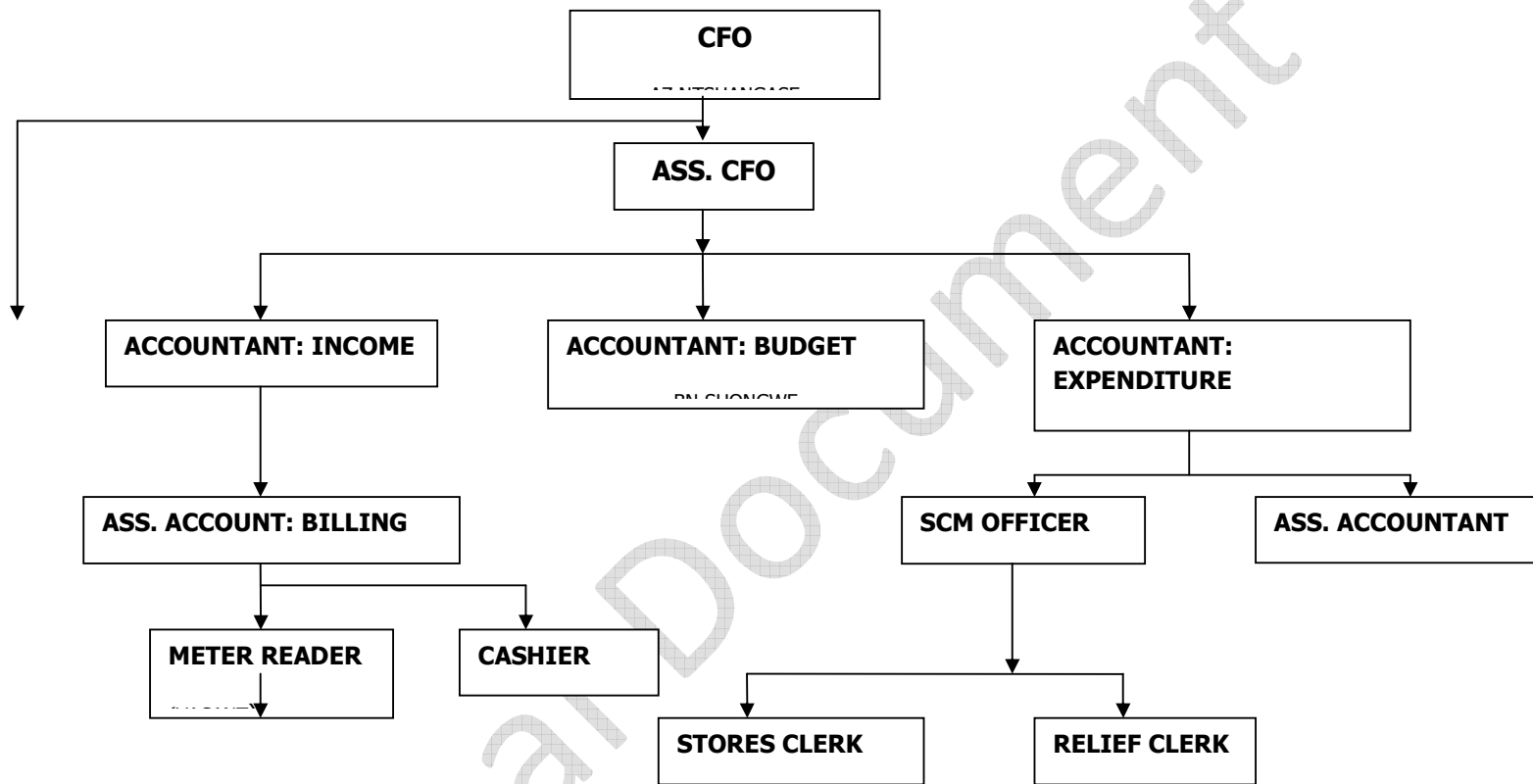
- Local Economic Development
- IDP
- Communication / Public Participation
- Library Services
- Public Facilities
- Sports and Recreation
- Early Childhood Development
- HIV/ AIDS
- Community Safety / Disaster Management
- Traffic Services



7.5 Budget & Treasury

The Municipal Finance Management Act requires the municipalities to establish budget & treasury offices with the CFO as the head and the other staff allocated by the Accounting Officer. The treasury office is responsible for the direct implementation of the Municipal Finance Management Act. Nkandla Municipal treasury office is responsible for the following:

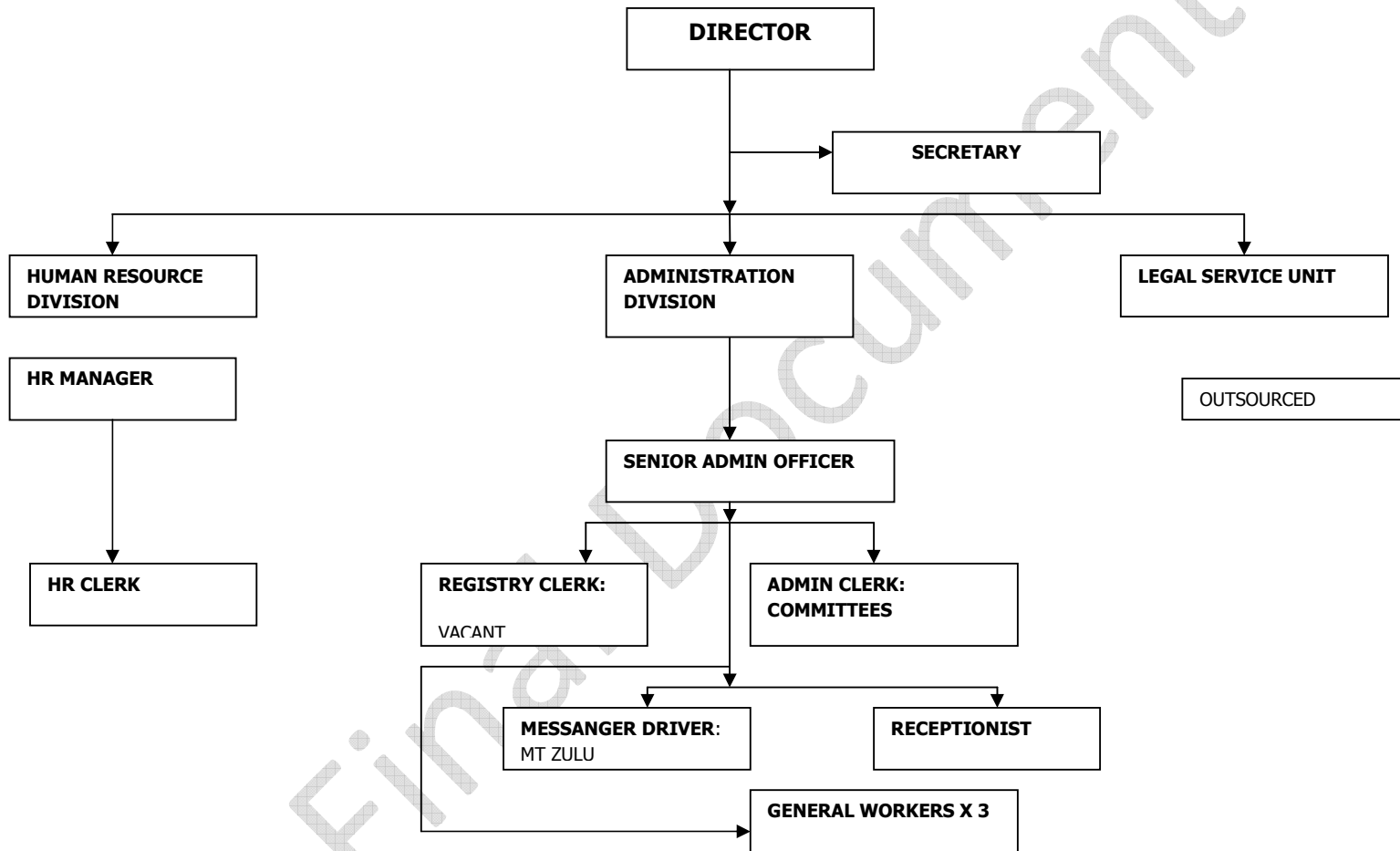
- Revenue Management
- Creditors Management
- Supply Chain Management
- Asset Management
- Budget/ Financial Planning
- Cash Management
- Information & Communication Technology
- Financial Reporting



7.6 Corporate Services

This department has been established to perform institutional transformation KPA. It serves as the engine that ensure proper running of the municipality as an institution. Below is the list of their functions:

- Training and Development
- Recruitment and selection
- Industrial relations and support
- Committee services
- Fleet Management
- Leave and overtime
- HR policies and procedures
- Disciplinary measures
- Staff well being and counselling



8. Municipal Turn-around Strategy

8.1 Introduction

The national department of cooperative governance & traditional affairs has undergone an assessment of all the municipalities in the country. Therefore a document (State of Local Government) reflected the status of the municipalities which was critical. All the municipalities had to develop their turn-around strategies in order to restore confidence of the people. Nkandla Municipality held its workshop on 20 – 21 April 2010 to develop the turn-around strategy with ten priorities.

8.2 Nkandla Municipal Priorities (See Annexure B for Detailed MTAS)

The council of Nkandla prioritised the following areas:

Priority No 1: Basic Service Delivery

Priority No 2: Public participation

Priority No 3: Reduction of Vacancy Rate

Priority No 4: Clean Audit

Priority No 5: Local Economic Development

Priority No 6: Community Health (HIV/AIDS, TB, etc)

Priority No 7: Education & Training

Priority No 8: Youth, Women and People with Disability Programme

Priority No 9: LED & Comprehensive Rural Development Programmes

Priority No 10: Revenue & Debtors Management

9. Monitoring & Evaluation

9.1 Introduction

Chapter 4 of the Municipal Systems Act deals with performance management within municipalities. As directed by the legislation, Nkandla Municipality monitor and evaluate performance.

9.2 The performance Management Perspective

The performance management is based on the five key performance areas with development objectives of the municipality. The Nkandla Municipal performance management perspective can be summarised as follows:

National KPA	Development Objective
Good Governance	To promote inter-governmental relations as key to holistic development of Nkandla
	To ensure that development is undertaken within the various prescripts of relevant legislation in order to encourage organised settlements
Infrastructure & Basic Services	To ensure that 80% of Nkandla residents have access to basic services
	To attract investment to Nkandla by allocating 50% of the annual budget to capital projects
Socio-economic Development	To grow the economy of Nkandla by promoting local business/ entrepreneurs and capacitating emerging entrepreneurs
	To promote self-sustenance through capacitating Nkandla's community, with more emphasis on vulnerable groups
	To reduce the prevalence of poverty, HIV/AIDS and other communicable diseases
Financial Viability	To ensure that by 2012, 50% of Nkandla's annual budget is revenue-based
	To ensure Nkandla undertakes continuous up-to-date financial management
Institutional Transformation	Promote skills development through capacity building

9.3 Performance Management System

The performance management system being a legislative requirement assists the municipality in monitoring organisational performance. Therefore, the Municipality adopted a spreadsheet model in 2004/2005. The system is currently active in Section 57 employees, i.e. Municipal Manager and Managers reporting to him.

The PMS as per our perspective is based on the national key performance areas, municipal development objectives and set of key performance indicators. The reporting takes place on quarterly basis and finally on annual basis. The support, coordinating and evaluating structures include Internal Audit Unit, Audit Committee and Performance Audit Committee.

Final Document

10. Municipal Financial Framework

10.1 Medium-term budget for 2009/2010 to 2011/2012

NKANDLA LOCAL MUNICIPALITY TOTAL OPERATING AND CAPITAL BUDGET 2010/2011, 2011/2012 & 2012/2013				
INCOME	Revised 2009/10	BUDGET 2010/11	Indicative 2011/12	Indicative 2012/13
Property Rates	791,521	1,650,910	1,753,267	1,856,709
Sale of Electricity		5,705,452	7,177,458	9,036,420
Rent Income	269,218	284,564	302,207	320,037
Refuse Income	12,746	14,223	15,105	15,996
Interest on Current	51,075	48,588	51,600	54,644
Sundry Income	538,038	607,652	369	391
National Grants	42,226,000	51,454,000	58,803,000	66,475,000
Provincial Grants	-	-	-	-
TOTAL REVENUE	43,888,598	59,765,389	68,103,006	77,759,198
OPERATING EXPENDITURE	Revised 2009/10	BUDGET 2010/11	Indicative 2011/12	Indicative 2012/13
Salaries, Wages & Allowances	18,329,529	20,174,713	21,425,545	22,689,652
General Expenses	15,808,141	21,484,324	24,645,084	28,253,556

Repairs & Maintenance	760,000	1,049,980	1,115,079	1,180,868
Contribution to Capital Outlay	-	-	-	-
Contributions Funds and Reserves	15,482,200	17,546,578	20,626,563	24,525,004
TOTAL EXPENDITURE	50,379,870	60,255,594	67,812,271	76,649,080
NETT DEFICIT/-SURPLUS	(6,491,272)	(490,205)	290,735	1,110,118
SALARIES AND WAGES AS A PERCENTAGE		33%	32%	30%

NKANDLA LOCAL MUNICIPALITY

TOTAL OPERATING BUDGET 2009/2010, 2010/2011 & 2011/2012

	Revised 2008/09	BUDGET 2009/10	Indicative 2010/11	Indicative 2011/12
INCOME				
Property Rates	791,521	1,650,910	1,753,267	1,856,709
Sale of Electricity		5,705,452	7,177,458	9,036,420
Rent Income	269,218	284,564	302,207	320,037
Refuse Income	12,746	14,223	15,105	15,996
Interest on Current	51,075	48,588	51,600	54,644
Sundry Income	538,038	607,652	369	391

National Grants	42,226,000	51,454,000	58,803,000	66,475,000
Provincial Grants	-	-	-	-
TOTAL REVENUE	43,888,598	59,765,389	68,103,006	77,759,198
Salaries, Wages & Allowances	18,329,529	20,174,713	21,425,545	22,689,652
General Expenses	15,808,141	21,484,324	24,645,084	28,253,556
Repairs & Maintenance	760,000	1,049,980	1,115,079	1,180,868
Cap ex Revenue	0	0	0	0
Contributions	0	0	0	0
TOTAL EXPENDITURE	34,897,670	42,709,016	47,185,708	52,124,077
NETT DEFICIT/-SURPLUS	8,990,928	17,056,372	20,917,298	25,635,121
SALARIES AND WAGES AS A PERCENTAGE		47%	45%	44%

THREE YEAR CAPITAL PROJECTS (MTEF 2009/2010 – 2011/2012)

NKANDLA MUNICIPALITY CAPITAL BUDGET 2010/2011, 2011/2012 AND 2012/2013					
		REVISED BUDGET	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET
	MUNICIPAL FUNDED CAPITAL PROGRAMMES	2009/2010	2010/2011	2011/2012	2012/2013
	FENCING AND GUARD HOUSE	0	200,000	0	0

	Staff Cottages/housing	0	2,500,000	0	0
	Administration Assets	0	2,700,000	0	0
		0	2,700,000	0	0
MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES					
	Project Title	2009/2010	2010/2011	2011/2012	2012/2013
	Mig Projects -listing	12,881,000	14,872,000	17,886,000	21,748,000
	Mfongosi/Ngono Rd	1,531,000			
	Matshenezimpisi/Mahlayizeni Road	2,500,000			
	CBD Roads & Stormwater	6,350,000			
	SMME Park	2,500,000			
	Ndlageza Road Rehabilitation		4,000,000		
	Cemetery Upgrading		4,781,140		
	Kwaseyana Causeway		1,929,824		
	CBD Community Sidewalks		2,340,000		
	Mvutshini Community Service Centre		1,821,036		
	Ntshamanzi Causeway			2,699,171	
	Ndikwe Causeway			4,158,720	
	Town Solid Waste			3,500,000	
	Ezilozini Causeway			2,700,000	
	CBD Servicing of Site			2,100,163	
	Maphuthu Access Road			2,727,946	
	Combi Court Nkadla Town				5,000,000
	Mdlelanga Community Service Centre				4,500,000
	KwaGugu Community Service Centre				4,500,000

King Cetshwayo Community Service Centre eJokweni Road Rehabilitation				4,500,000 3,248,000
MIG ALLOCATION AS PER DORA		R 14,872,000	R 17,886,000	R 21,748,000
CONDITIONAL GRANTS AND PROVISIONS				
Finance Management Grant	1,500,000	1,500,000	1,500,000	1,500,000
MSIG	735,000	750,000	790,000	800,000
PROVINCIAL INFRASTRUCTURE				
	2,235,000	2,250,000	2,290,000	2,300,000
TOTAL CAPITAL EXPENDITURE AND CONDITIONAL GRANTS	2,235,000	19,822,000	20,176,000	24,048,000
TOTAL CAPITAL BUDGET AS PER CONSOLIDATED BUDGET		17,122,000.00	20,176,000.00	24,048,000.00

10.2 Financial Policies

- Budget Policy
- Supply Chain Management Policy
- Credit Control and Debt Management Policy
- Indigent Policy
- Property Rates Policy
- Asset Management Policy
- Cash & Investments Policy

10.3 Auditor General Report 2008/2009

- **The Accounting Officer's responsibility for the financial statements**

The accounting officer is responsible for the preparation and fair presentation of financial statements in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) as set out in accounting Policy Note 1 and in the manner required by Local Government: Municipal Finance Management Act, 2003 (Act no. 56 of 2003) (MFMA) and for such internal control as accounting officer determines is necessary to enable the preparation of financial statement that are free from material misstatement whether due to fraud or error.

- **The Auditor General's responsibility**

As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of MFMA, my responsibility is to express an opinion on the financial statements based on conducting the audit in accordance with the International Standards on Auditing and General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Because of the matters described in the Basis for Disclaimer opinion paragraphs, however, I was not able to obtain sufficient appropriate audit evidence to provide to provide a basis for an audit opinion.

Paragraph 11 et seq. of the Standard of GRAP 1 Presentation of Financial Statements requires that financial reporting by entities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget. As the budget reporting standard is not effective for this financial year, I have determined that my audit of any disclosures made by the Nkandla Municipality in this respect will be limited to reporting on non-compliance with this disclosure requirement. Consequently, a decision has been taken that we will not audit budget information presented in the financial statements in terms of GRAP 1 and the audit opinion will, therefore, not cover that information.

Basis for disclaimer of opinion

- **Property, Plant and Equipment**

I was unable to confirm the existence of fixed assets; I was unable to obtain sufficient appropriate audit evidence as to the existence and valuation of these assets

- **Receivables**

I was unable to confirm the existence, accuracy and completeness of consumer debtors, sundry debtors, VAT receivable and provision for consumer debtors as disclosed in the note 6 to the annual financial statements, as a result of the absence of supporting documentation and the necessary explanations. The record did not permit the application of alternative audit procedure.

- **Creditors**

I was unable to confirm the existence, accuracy and completeness of creditors balance as disclosed in the statement of financial position and in note 11 to the financial statement as a result of the absence of supporting documentation and necessary explanations. Furthermore, management did not accrue for expenditure incurred but not yet invoiced and I was unable to quantify this expenditure as a result of absence of the supporting documentation and the necessary explanation. Consequently, I was unable to confirm the existence accuracy and completeness of creditors. The record did not permit the performance of alternative audit procedures.

- **Unspent conditional grants and receipts**

I was unable to confirm the existence, accuracy and completeness of the unspent conditional grants and receipts as disclosed in the financial position in note 13 to the annual financial statements, as the entity could not produce a reconciliation of the movements in the grants, together with supporting documentation and related explanations. The records did not permit the performance of alternative audit procedures.

- **Revenue**

I was unable to confirm the existence, accuracy and completeness of the assessment rates and refuse removal, government and grant subsidies as well as rental of facilities and equipment, sundry income and other revenue streams disclosed in the statement of financial performance, as a result of absence of supporting documentation and the necessary explanations. The records did not permit the application of alternative audit procedures.

- **Fruitless expenditure / wasteful expenditure**

Penalties and interest of R 25 161 were incurred as a result of the late payment of Pay As You Earn (PAYE). The financial statements do not disclose this fact.

- **Municipal Systems Act**

The following requirements of Municipal Systems Act were not adhered to:

Keeping of operational and specific information to be published on the website as required by section 21A of the Municipal Systems Act ("MSA")

Maintenance and compilation of by laws as required by section 15 of MSA

- **Disclaimer Opinion**

Because of the significance of the matters described in the basis for Disclaimer of opinion paragraphs, I have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion. Accordingly, I do not express an opinion on these financial statements.

10.4 Action Plan to Address Queries Raised by the Auditor-General

The queries raised by the Auditor – General are the evidence of what is not going right in Nkandla Municipality's operations. Provincial Treasury and Nkandla Municipality have embarked on the Municipal Support Programme who is primary purpose is to deal with all financial related outstanding issues.

All issues raised by Auditor- General are part of what is covered in the project plan for rectification by (MSP). Specific items with responsible people and status of the item are indicated so as to ensure that the progress is well monitored. Further to that to strengthen the internal controls and other financial management matters, Nkandla Municipality has appointed a credible internal auditor consultant to give added assistance in the running of Nkandla Municipality.

11. IDP Implementation

11.1 5 Year Integrated Development Plan

The IDP is a very important and inclusive development plan that is required by the legislation. Therefore, municipalities prepare this plan on yearly basis. The main challenge is the implementation of the IDP, i.e. make the plan a reality and change lives of the people. Poorly managed implementation of the IDP and budget undermines the intended purpose and hinder service delivery.

The IDP has been prepared internally by the municipal personnel since the original IDP. However, the last review, i.e. 2009/2010 had to be outsourced on the departure of the IDP Manager. Hiring new IDP Manager this year enabled the municipality to prepare this review internally.

The following areas need further improvement:

FUNCTIONAL AREA	INTERVENTION
Public Participation	Review Public Participation Mechanisms
	Strengthening/ capacitating ward committees
Financial Viability	Coordination of Financial Planning
Performance Management System	Review of Performance Management System
	Workshop Municipal Leadership on the Adopted System
Partnerships	Collate necessary information on the development of Nkandla

SECTION E: KEY IDP INTERVENTIONS AND PROJECTS

12. IDP Interventions & Projects

12.1 IDP Community Projects

All municipal intended projects are including soft projects are listed in No. 4 of Section C. They all seek to respond to the community needs as collated since 2007/2008.

12.2 Provincial Sector Departments

DLGTA	Training of Sector Departments on IDP
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	<p>Planning and Preparation of IDP's to all municipalities in the province.</p> <p>Development of Action plan for the operation of Ward Committees & CDW's</p> <p>Implementation of Town Planning Scheme</p> <p>Training of AMAKHOSI & COUNCILLORS on the new MPRA</p>
Provincial Treasury	<p>Training on Budgeting</p> <p>Training on Assets & Financial Management</p> <p>To give B4 municipalities financial management support.</p>
Office of the Premier	<p>Ensuring that there are IGR Units in all sector departments</p> <p>Ensuring effective Implementation of the IGR Act</p> <p>To co ordinate and facilitate the WAR ON POVERTY Initiative</p>
Public Works	<p>Evaluate the standard & Safety of all Public Facilities</p> <p>Development & Management of National & Provincial government buildings including account services</p> <p>Training of Local contractors on EPWP</p>
DAEA	<p>Assist with exemption from the Agricultural Land Act</p> <p>Land care programmes</p> <p>Assist municipalities to establish the environmental management unit</p>
HEALTH	<p>Align the development of ECD programmes</p> <p>Align HIV Aids Support Programmes</p> <p>Provide funding for Local HIV/AIDS</p>

	<p>programmes</p> <p>Facilitate Community Outreach Programmes in Development Nodes</p>
DSD	<p>Integration & enhancement of ECD Programmes</p> <p>Nodal Outreach Programmes for Grants Registration & Monitoring in partnership with SASSA</p> <p>Infra-Structural Development of Pension Pay Points</p> <p>Alleviation of poverty programmes</p>
HUMAN SETTLEMENT	<p>Nkandla Housing Projects</p> <p>Fast track the implementation of Nkandla Housing Projects.</p> <p>Respond to Housing Projects queries related to Nkandla Low Housing Development</p>
RURAL DEVELOPMENT & LAND REFORM	<p>Fast track the development of Rural areas in partnership with DLGTA</p> <p>Land Reform progress</p>
SPORTS & RECREATION	<p>Play a pivotal role in preparation of FIFA 2010 WC in SA in partnership with LOC</p> <p>Develop a sports development programme together with the municipalities</p> <p>Provide funding of all sport facilities</p>
SAP/S/(F)	<p>Nkandla Local Safety Forum initiatives</p> <p>Community awareness programmes</p> <p>Crime Prevention programmes</p> <p>Arrest criminals</p> <p>Provide updated Crime Statistics</p>

Arts & Culture	<p>Exploit the richness of the culture of Nkandla</p> <p>Fund the annual cultural events such as Annual Cultural Dance</p> <p>Maintenance & improvement of Historic, Traditional places, e.g. The grave of King Cetshwayo.</p>
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Expanded Public Work Programme (EPWP)

Falling within ASGISA, EPWP deserves special attention as this programme incorporates certain key LED interventions at Nkandla. The EPWP is a nationwide programme which seeks to draw significant numbers of unemployed into the productive sector of the economy, gaining skills while they work and increasing their capacity to earn income. The programme has been divided into four sectors (environment and cultural, social, economic and infrastructure), each consisting of a number of government departments with one department nominated to lead each sector:

- The environmental and cultural sector (Environmental Affairs and Tourism, Water Affairs and Forestry, Arts and Culture, Agriculture). Programmes include Sustainable Land Based Livelihood, Working for the Coast, People and Parks, Working for Tourism, Working on Waste.
- The social sector (Department of Social Development, Health and Education) will involve the
- Employment of people by NGOs and CBOs, to work on home-based care programmes and early childhood development programmes.
- The infrastructure sectors (Department of Public Works, Department of Transport, Department of Housing, Department of Provincial and Local Government of Water Affairs and Forestry, Department of Public Enterprises, Department of Education, Eskom, IDT) focuses on construction, rehabilitation and maintenance activities which offer the best opportunity for use of labour (e.g low-volume roads, trenching, storm water and sidewalks). The programme attaches specific conditions to the Provincial and Municipal Infrastructure Grants (PIG and MIG). Its also includes labour intensive construction of civil works through the Department of Housing, trenching in electrification projects through Eskom, remaining CMIP projects earmarked for Labour Intensive Construction (DPLG), roads maintenance and higher volume roads (NDOT) (these include the ARRUP, Zibambele and Vukuzakhe programme) and building maintenance (DPW).
- The economic sector (The Department of Trade and Industry) plans not yet available but include venture learner ships through the various SETAs.

Final Document

- Summary of National, Provincial Government and Other Agencies

No.	Dept./ Agency	Project Nature	Budget	Ward	Responsible Internal Dept.	Comments
1.	Eskom	Electrification	R 13 876 023, R 14 680 630, R 19 872 793, R 11 658 832, R 12 295 777, R 11 144 634	Nxamala, Cholwane, Nkungumathe, Vuleka, Nhloyane, Nxamalala/ Lindela	Technical Services	
2.	Police Force	Police Station	N/A	Nxamalala, Lindela	Commedes	
3	Correctional Services	Nkandla Prison Upgrade	N/A	Nkandla Town	Technical Services	
4	Human Settlement	Housing	N/A N/A R 19 492 000, R 19 492 000, R 584 760	Godide, Qhudeni, Mangidini, Magwaza, Nkandla Town Rental Housing	Technical Services	
5	Public Works/ IDT	EPWP - Town Cleaning	N/A	Nkandla	Commedes/ Technical Services	

6.	DEAT	Greening Project – Landscaping & Park	R 14 915 000	Nkandla	Commedes/ Technical Services	
7.	DEAT	Greening Project – Waste management, Trading Space and Town Cleaning	N/A	Nkandla	Commedes/ Technical Services	
10.	COGTA	Town Rehabilitation	N/A	Nkandla	Technical Services	
11.	Provincial Treasury	Municipal Support Program	N/A	Nkandla	Office of the Municipal Manager/Budget and Treasury	
12.	Department of Education	Upgrading and Fencing of Schools	N/A	All Wards	Commedes	See Annexure
13.	Arts & Culture	Construction of Library	N/A	Qhudeni	Commedes	